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MEASURING IMPACT Q2 FY15 PERFORMANCE REPORT

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

MEASURING IMPACT

CONTRACT INFORMATION

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CONTENTS

ACRONYMS AND ABBREVIATIONS..... 2

I. INTRODUCTION 3

II. PROJECT ACCOMPLISHMENTS 4

IR1: Build Capacity For Best Practices In The Program Cycle In Usaid Biodiversity Programs..... 5

IR2: Improve Biodiversity Conservation Approaches.....10

IR3: Build the Evidence Base.....13

IR4: Synthesis and Outreach16

IR0: Project Management and Administration21

III. LEARNING AND ADAPTING..... 23

ACRONYMS AND ABBREVIATIONS

AM	Adaptive Management
AMNH	American Museum of Natural History
BCN	Biodiversity Conservation Network
BFS	Bureau for Food Security
BWISER	Biodiversity and Watersheds Improved for Stronger Economy and Ecosystem Resilience
CARPE	Central Africa Regional Program for the Environment
COI	Conflict of Interest
COR	Contracting Officer's Representative
CWT	Combating Wildlife Trafficking
DHS	Demographic and Health Surveys
E3	Bureau of Economic Growth, Education and the Environment
ECO	Environmental Communication, Learning, and Outreach
ECOFISH	Ecosystems Improved for Sustainable Fisheries
FAB	Office of Forestry and Biodiversity
FY	Fiscal Year
GCC	Global Climate Change
GRP	Gorongosa Restoration Project
IIED	International Institute for Environment and Development
IR	Intermediate Result
IUU	Illegal, Unreported, and Unregulated Fishing
LEARN	Organizational Learning and Knowledge Management
LER	Learning, Evaluation, and Research
Logframe	Logical Framework
LOP	Life of Project
LSA	Landscape Application Tool
M&E	Monitoring and Evaluation
MI	Measuring Impact
NOAA	National Oceanic and Atmospheric Administration
OEECC	Office of Energy, Environment, and Climate Change
PAD	Project Appraisal Document
PMP	Performance Management Plan
POC	Point of Contact
PPL	Bureau for Policy, Planning, and Learning
PRM	Bureau of Population, Refugees, and Migration
SAR	South American Regional Office
SBU	Sensitive but Unclassified
SCAEMPS	Strengthening Central Africa Environmental Management and Policy Support
SCAPES	Sustainable Conservation Approaches in Priority Ecosystems
SEA	Sustainable Ecosystem Advanced
SL	Sustainable Landscapes
SOW	Scope of Work
SPP	Strategic Planning and Programming
TA	Technical Assistance
TDY	Temporary Duty
TEC	Technical Evaluation Committees
TNC	The Nature Conservancy
TOC	Theory of Change
USAID	United States Agency for International Development
USAID/W	United States Agency for International Development Washington, D.C.
USG	United States Government
WASH	Water, Sanitation and Hygiene
WCS	Wildlife Conservation Society

I. INTRODUCTION

OVERVIEW OF THE MEASURING IMPACT PROJECT

United States Agency for International Development (USAID) and its partners see biodiversity as a critical component supporting human wellbeing and other important development goals. While biodiversity conservation is a priority in its own right, it is also important that development professionals and decision-makers across the Agency understand the role of biodiversity in supporting crucial ecosystem services that underpin other development priorities such as food security, water provision, adaptation to climate change, and mitigation of threats to human health. The Measuring Impact (MI) project will test theories of change (TOCs) that link actions to improved development outcomes in biodiversity and human wellbeing.

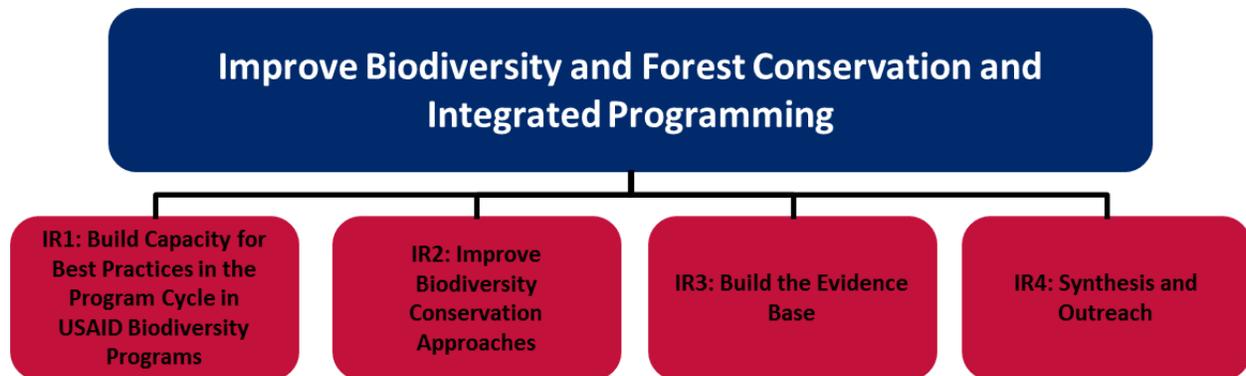


Figure 1: Structure of the MI Goal and Intermediate Results

The ultimate goal of the MI project is to create more effective biodiversity, forest and integrated conservation around the world in service of both enhanced biodiversity conservation and human wellbeing. Four intermediate results (IR) have been defined to achieve the MI project goal. These IRs will clarify the strategies that will be employed and clarify the MI project's TOC through improved knowledge, evidence-based programming and adaptive management (AM). Staff of USAID's Bureau for Economic Growth, Education, and the Environment (E3), Forestry and Biodiversity Office (FAB) and selected USAID Missions will be equipped with knowledge and tools through research, evaluations, technical assistance and sharing of lessons learned.

In July 2014 USAID launched its first-ever Biodiversity Policy, reinvigorating the Agency's commitment to conservation for sustainable, resilient development. The Policy's two goals, to conserve biodiversity in priority places and to integrate biodiversity as an essential component of human development, are supported by seven objectives and a strategy to allocate resources to a set of Tier 1 countries that feature high priority biodiversity and ecosystems. The Policy emphasizes the use of best practices in project design and use of evidence to support improved programs; addressing the threats and drivers of biodiversity loss, especially wildlife trafficking; and integrating biodiversity and other development sectors for improved outcomes.

MI will help USAID advance its leadership in developing and implementing evidence-based programs that improve conservation outcomes and human wellbeing by building the capacity of the Agency to design and learn from biodiversity programs and by enhancing the evidence base that informs programming decisions.

II. PROJECT ACCOMPLISHMENTS

In Q2 fiscal year (FY) 2015, MI continued to provide technical assistance and trainings to USAID Washington and Missions, initiated work on the Sustainable Livelihoods Learning Program and combatting wildlife trafficking metrics, made progress in defining the integration pathways around biodiversity, food security and nutrition, furthered its understanding of E3/FAB's capacity building needs, and further refined project management protocols.

Highlights from Q2 FY15 include:

1. Delivering Mission technical assistance (TA) and training by completing four in-person site visits to Peru, Brazil (as part of South America Regional), Mozambique and the Philippines, and providing further technical assistance and training to the remaining five focal Missions.
2. Launching the Cross-Mission Learning Program on March 24 on conservation enterprises and forming E3/FAB's first collaborative learning group.
3. Productive collaboration between IR2 and IR3 on developing the combatting wildlife trafficking (CWT) indicator report, and subsequent successful use by E3/FAB during the March 18 and 19 Combating Wildlife Trafficking workshops.
4. Hiring Learning Technical Specialist Jesse Buff.
5. Completing pilot of approaches to best practices in implementing the Program Cycle in a non-environment program (in a Uganda Feed the Future program).

IR1: BUILD CAPACITY FOR BEST PRACTICES IN THE PROGRAM CYCLE IN USAID BIODIVERSITY PROGRAMS

The second quarter of FY15 was productive for MI in increasing capacity of focal Missions to implement best practices in the Program Cycle. In the context of IR1, MI completed four in-person site visits to Peru, Brazil [as part of South America Regional (SAR)], Mozambique, and the Philippines, and provided further technical assistance and training to the remaining five focal Missions. Specific highlights for IR1 this quarter include:

- In the Philippines, the Office of Energy, Environment, and Climate Change (OEECC) and implementing partners are using project results chains to collaboratively define priority evaluation questions and available datasets to ensure robust and valuable midterm performance evaluations. The outputs of this process will inform the evaluation framework.
- In Indonesia, MI was invited to participate as a non-voting member in the Technical Evaluation Committee (TEC) reviews for two separate mechanisms. MI's participation generated valuable lessons on how to closely link project design to procurement, and generated new measures that can be adopted by other Missions in the future. By the end of the quarter, the Madagascar Mission requested assistance to initiate a similar process with MI support.
- In preparation for a regional workshop facilitated by the SAR Mission, bilateral workshops were held across Peru, Brazil, and Colombia to define country pressures, strategic approaches, and TOCs. The results of these workshops will inform the design of a regional environmental strategy that is aligned with bilateral efforts and can be monitored and assessed to understand the collective impact on biodiversity conservation.

The following sections provide quarterly highlights, progress updates against the approved MI FY15 annual work plan, and details regarding IR1 engagement with E3/FAB and key partner offices.

PLANNING AND PRIORITY-SETTING IN FOCAL MISSIONS (ACTIVITY 1.1.1)

Quarterly review sessions between MI Regional Leads and E3/FAB point of contacts (POCs) serve as reflection points to discuss and plan priority issues. The second quarterly review for FY15 was conducted on March 26 and focused on (1) the MI Capacity Building Plan, (2) previewing the Library of Products for Best Practices in Implementing the Program Cycle (Deliverable 4.4.1), (3) presenting and discussing the use of TOCs to inform the procurement process in Indonesia, and (4) a discussion of challenges and opportunities across focal Missions. The session culminated with feedback from E3/FAB on priority audiences and competencies for MI's capacity building efforts and a set of recommendations to make the Library a demand-driven product for E3/FAB.

BUILD CAPACITY OF USAID AM PRACTITIONERS AND ADVISORS (ACTIVITY 1.2.1)

A final MI Capacity Building Plan (Deliverable.2.1.A) was submitted to the IR1 Activity Manager on March 23. A joint product with IR4, the Capacity Building Plan details MI's added value approach to capacity building, target audiences, competencies for implementing best practices in the Program Cycle, and a schedule of technical assistance and training events planned for FY15. To ensure broad alignment between MI's capacity building efforts and E3/FAB's training strategy, key elements of the MI Capacity Building Plan were socialized throughout the E3/FAB office this quarter. The final version includes both written and verbal feedback. MI held several meetings with the E3/FAB training steering committee and the implementer of the Environmental Communication, Learning, and Outreach (ECO) project, Training Resources Group, to share information and advance strategic planning for E3/FAB's 2015-2020 Training Strategy. MI's inputs to the planning process included content on target audiences and competencies.

PROVIDE TECHNICAL ASSISTANCE AND TRAINING TO FOCAL MISSIONS (ACTIVITY 1.3.1)

In Q2 FY15, IR1 made significant advances in delivering technical assistance and training to focal Missions, completing four in-person site visits to Peru, Brazil, the Philippines, and Mozambique. In an effort to capture and share lessons learned across focal Missions, E3/FAB and MI jointly compiled two-page briefs describing workshop objectives, outputs, and a summary of observations and

recommendations. Virtual workshops and technical assistance were also facilitated by MI and E3/FAB in Colombia, Central Africa Regional Program for the Environment (CARPE), Nepal, Indonesia, and Madagascar. All focal Mission-specific technical assistance and training efforts are summarized below.

PERU SITE VISIT

Through three workshops with the Peru Mission during Q2, IR1 staff assisted the Mission to develop their Environment Project Appraisal Document (PAD). From January 27 to 29, IR1 staff worked with the bilateral Mission to (1) introduce the Mission to tools and processes for USAID project design, (2) identify conservation and sustainable landscape geographic areas, (3) identify and rank pressures and drivers in focus areas, and (4) develop a situation model.

Outcomes from the January workshop informed two workshops in February, one virtual on February 18, and one in-country from February 24 to 26. During the virtual workshop, IR1 facilitated discussions to define the country-level sustainable landscape situation model, help participants reach consensus on pressures and drivers, identify priority sustainable landscapes strategic approaches, and develop results chains for those strategic approaches. At the in-country workshop, IR1 staff presented the results of the January workshop, including geographic priorities, and country- and landscape-level situation models. IR1 worked with the Mission to complete situation models for focal biodiversity landscapes, and defined strategic approaches, pressure ratings, and TOCs for each landscape.

BRAZIL SITE VISIT

On March 5 to 6, IR1 staff conducted a site visit to support USAID/Brazil to translate their current PAD into the construct of targets, pressures, and drivers. IR1 also aided the Mission to refine their TOCs and define their monitoring and evaluation (M&E) needs. Relevant information from the Brazil PAD was used to inform the regional framework and decisions for the Amazon Regional Meeting in April.

E3/FAB and MI engaged with USAID/Brazil at a critical stage of implementation of the new natural resources management PAD, enabling a strong strategic connection between the PAD and future mechanisms. Throughout the workshop, Mission staff were engaged with the process and found the use of situation models and results chains valuable, demonstrating the value of MI tools and approaches.

PHILIPPINES SITE VISIT

IR1 staff designed and executed two consecutive site visits in the Philippines in March. The first, from March 2 to 6, developed the Ecosystems Improved for Sustainable Fisheries (ECOFISH) TOCs and indicators. These will help to identify the questions for scopes of work for the mid-term performance evaluation. This mechanism required additional effort during the first week of assistance, as the implementing partner had not yet articulated their TOCs, potentially undermining the design and outcomes of the evaluation. The ECOFISH team repeatedly expressed that the TOC diagram that they developed with MI assistance during Q2 helped them to better understand and explain the project. The outputs from the session directly informed the development of mid-term evaluation questions during the following week's workshop.

During the second workshop on March 9 to 13, IR1 provided training for the USAID Philippines OEECC and Bureau of Population, Refugees, and Migration (PRM) staff and representatives of their implementing partners, ECOFISH and Biodiversity and Watersheds Improved for Stronger Economy and Ecosystem Resilience (BWISER), to design performance evaluations using a TOC approach aligned with the Biodiversity Policy and Evaluation Policy. In the workshop, participants defined the key elements of the scope of work (SOW) for the mid-term performance evaluation, which established the structure for measuring effectiveness in the final performance evaluation. The workshop was successful in building the capacity of OEECC and PRM staff to use TOCs to design effective activity performance evaluations.

In the final debrief, the Mission Program Office Deputy Director stated that the workshop outputs will facilitate and clarify the final evaluation process; she found that the questions, indicators, and methods produced as a result of the MI sessions were explicit and should lead to a more useful evaluation that allows the Mission and partners to assess accountability and learning.

MOZAMBIQUE SITE VISIT

MI has been working with the Environment Office of USAID Mozambique since early 2014 to develop sound strategic plans and Performance Management Plans (PMPs) for their two main mechanisms. In this quarter, MI designed and facilitated a workshop from March 23 to 28 to develop a more detailed work plan for the first year of implementation of the Gorongosa Restoration Project (GRP) and a PMP to monitor impact throughout the life of the project. During this workshop, USAID/Mozambique staff were trained on the use and application of results chains, using the GRP project as a hands-on case study.

The workshop was followed by an outbrief in the Maputo office with the USAID Mozambique Front Office, including the Mission Director, Program Office Director, and Agriculture, Trade, and Business Office Director, who indicated it was a successful workshop with potential for broader application of the approach and tools across the Mission.

Table 1: Outputs of Mission Technical Assistance

OUTPUTS OF MISSION TECHNICAL ASSISTANCE	
Philippines	<ul style="list-style-type: none"> Developed two workshop agendas detailing objectives and deliverables for March Temporary Duties (TDYs). Completed TOCs for ECOFISH. Analyzed TOCs for ECOFISH and BWISER and developed draft evaluation questions for prioritization. Compiled annotated outline and sample text of evaluation SOW. Executed two workshops and facilitated in-person sessions with Mission staff and ECOFISH and BWISER implementing partners to develop their capacity to use a TOC to define questions, indicators, and data availability for the scope of work for a midterm performance evaluation. Updated Mission AM work plan. Compiled written report detailing observations and recommendations. Compiled presentation and provided debriefs separately to Mission Director, Program Office, and the E3/FAB Office on the outcomes of the workshop and next steps.
Indonesia	<ul style="list-style-type: none"> Provided written evaluations of TOCs and M&E Plans submitted in proposals from LESTARI and Sustainable Ecosystem Advanced (SEA) bidders. Facilitated virtual meetings with Mission TECs to discuss evaluation of TOCs and M&E plans submitted in proposals from LESTARI and SEA bidders. Synthesized lessons learned from Indonesia TEC review and compiled presentation for E3/FAB POC meeting.
Nepal	<ul style="list-style-type: none"> Developed technical inputs for procurement SOW for new mechanism. Developed agenda and background materials for half day working session with Water, Sanitation, and Hygiene (WASH) and E3 Global Climate Change (GCC) to develop TOCs for Component 5 (climate-smart WASH services) and Component 6 (disaster risk reduction). Facilitated working session with WASH and E3/GCC.
Uganda	<ul style="list-style-type: none"> Revised Mission AM work plan.
CARPE	<ul style="list-style-type: none"> Developed a joint proposal and workplan with World Resources Institute to integrate adaptive management and Program Cycle objectives in the Strengthening Central Africa Environmental Management and Policy Support (SCAEMPS) Landscape Application Tool (LSA). Complied PIRS for the 39 Central Africa Forest Ecosystems Conservation indicators identified during the November 2014 workshop. Analyzed 39 indicators to support monitoring, evaluation and learning functions and recommended revisions. Developed framework for the midterm performance evaluation SOW for E3/FAB review. Delivered a remote presentation to the M&E Working Group as part of the SCAEMPS LSA

	<p>workshop.</p> <ul style="list-style-type: none"> • Synthesized and compiled a presentation on lessons learned of applying AM approach and tools at the landscape level. • Presented CARPE lessons learned on landscape-level application. • Contributed to a guidance document for using a case study approach to M&E. • Defined an Environmental Monitoring and Policy Support-focused process for applying a modified approach to identifying evaluation questions, data needs, and aligned indicators and methods.
SAR	<ul style="list-style-type: none"> • Supported strategic planning and harmonization between SAR and the bilateral Missions in Colombia, Peru, and Brazil. • Developed CARPE case study for regional level planning and presented to the SAR regional coordinator and representatives of SAR team. • Compiled draft agenda for regional workshop.
Peru	<ul style="list-style-type: none"> • Facilitated a workshop to support Peru Bilateral Environment PAD development. This session focused on the development of results chains for strategic approaches to address specific threats. • Analyzed maps and developed process for GIS data to inform geographic priority setting in Peru. • Facilitated a virtual session with E3/FAB and E3/GCC Sustainable Landscapes (SL) staff in Washington DC and Peru Mission staff to begin developing a situation model for sustainable livelihoods in Peru. • Facilitated a second workshop in Lima for the conceptualization and design phases of the Peru Bilateral Environment PAD development to complete situation models, rating pressures (threats), brainstorming and selecting strategic approaches, and developing results chains. In addition, E3/GCC/SL geographic focus areas and targets were identified, threats identified and rated, and drivers contributing to threats were identified. • Identified strategic approaches at the landscape and national level for biodiversity conservation and land-based greenhouse gas emissions reduction. • Defined priority TOCs and potential indicators to inform the PMP.
Brazil	<ul style="list-style-type: none"> • Facilitated a workshop with Mission staff in Brazil to discuss geographic scope, review and revise the draft situation model, discuss strategic approaches and begin to develop results chains. Compiled workshop products into a Miradi file. • Verified and revised the situation model for Brazil Mission biodiversity program. • Verified and revised TOCs with key objectives and indicators defined for main strategic approaches.
Colombia	<ul style="list-style-type: none"> • Prepared a proposal and materials (Power Point and Miradi file) for technical assistance for the Colombia bilateral Mission and reviewed with E3/FAB and the Latin America and the Caribbean POC. Reviewed documents about the Caquetá region of Colombia and prepared a draft situation analysis based on these documents, for refinement with Colombia bilateral Mission staff. • Worked closely with Ana Villegas and Marco Flores to prepare for and facilitate two virtual working sessions with Colombia Mission staff. Completed a ranking of pressures to biodiversity in the Caquetá region of Colombia, revised their situation model, discussed the Mission's proposed strategic approaches within the context of their situation model, and completed a results chain for their principal strategic approach.
Madagascar	<ul style="list-style-type: none"> • Developed workshop agendas detailing objectives and deliverables for April TDY. • Prepared and presented a summary of MI's work in Madagascar to date for USAID staff involved in the Mission's biodiversity activity design. • Planned and facilitated a half-day working session with USAID staff to prepare for the April 2015 Madagascar TDY for activity design. • Reviewed the preliminary gender, sustainability, and environment assessments to

	determine key data points to incorporate into PAD and activity design.
Mozambique	<ul style="list-style-type: none"> • Developed workshop agenda detailing objectives and deliverables for March TDY. • Executed five day workshop with Mission staff and GRP staff to develop a work plan for the first year of implementation and life of project (LOP) PMP for the GRP Global Development Alliance. • Defined technical components of the 2015 GRP work plan, including LOE disaggregated by intervention, main inputs, quarter, and staff. • Developed technical components of the GRP LOP PMP, including key indicators, methods, monitoring approach, timing, and person responsible for collecting and managing the data. • Updated Mission AM work plan. • Compiled written report detailing observations and recommendations. • Compiled presentation and provided debriefs separately to Mission Director, Program Office and the IR1 Activity Manager on the outcomes of the workshop and next steps.
Vietnam	<ul style="list-style-type: none"> • Provided recommendations for the development of activities and indicators for new CWT mechanism based on E3/FAB CWT indicator framework. • Compiled draft agenda for March TDY, later postponed by Mission.

Key Products

- Quarterly Review Session and PowerPoint: Q2 (Deliverable 1.1.1.A)
- MI Capacity Building Plan for Best Practices in the Program Cycle (Deliverable 1.2.1)
- Three Mission Site Visits and Observation and Recommendations for: Brazil, Philippines, and Mozambique (Deliverable 1.3.1). Based on discussions with the IR1 AM and Contracting Officer's Representative (COR), IR1 is developing a workshop report for Peru in Q3, to be used as an addendum to their PAD.

IR2: IMPROVE BIODIVERSITY CONSERVATION APPROACHES

IR2 experienced a very successful quarter, working with E3/FAB to significantly progress efforts to engage Missions in a learning program, develop CWT metrics, and gather and synthesize learning to inform USAID and the larger development community. Highlights for IR2 in the second quarter of FY15 included:

- The launch of the Cross-Mission Learning Program.
- The March 18 and 19 Combating Wildlife Trafficking Workshops.
- Hiring of a new IR2 team member, Jesse Buff.

The following sections provide quarterly highlights, progress updates against the approved MI FY15 annual work plan, and details regarding IR2 engagement with E3/FAB and key partner offices.

LAUNCH THE CROSS-MISSION LEARNING PROGRAM AND TRACK MISSION PARTICIPATION IN CROSS-MISSION LEARNING (ACTIVITIES 2.1.1, 2.3.1, AND 2.4.1)

After receiving comments on an initial draft of the Learning Program framework document submitted in Q1, the IR2 team incorporated USAID comments in a revised draft submitted to the IR2 Activity Manager on February 19 (Deliverable 2.1.1.A). The IR2 AM will return comments to MI early in Q3. Working with E3/FAB and IR4, IR2 developed a rollout timeline and communications plan for the Cross-Mission Learning Program, which was vetted through E3/FAB on February 4 (Deliverable 2.1.1.B).

On March 24, IR2 launched the Cross-Mission Learning Program through a webinar focused on using a TOC to synthesize lessons on the effectiveness of conservation enterprises as part of alternative and sustainable livelihoods projects (Deliverable 2.3.1.A). The webinar was attended by 34 participants from seven different countries and Missions, and was jointly facilitated by MI, E3/FAB and ECO. The webinar marked not only the launch of the Learning Program, but also the formation of E3/FAB's first collaborative learning group: the Conservation Enterprises Learning Group. The group will provide a forum for cross-Mission information and knowledge sharing as well as opportunities to work with MI and other group members to find answers to key questions of interest to the group. This webinar was a significant highlight for this quarter, and was successful in its goal of catalyzing Mission interest and securing their participation in the Learning Group. E3/FAB approved contact of webinar participants to further engage them in the Learning Group, which will be completed in Q3.

In Q1, IR2 developed a prototype tool under deliverable 2.1.1.C, Data Management Tools and Guidance, for CARPE to manage data associated with project assessments and evaluations; however, changes in priorities for CARPE necessitated a reevaluation of how best to continue development of prototype data management tools for IR2. An MI working group has been formed to consider development of a TOC-based data management tool to support data needs of all IRs. Limited LOE has been allocated to this task during Q2: a draft concept note for this new product has been completed, and, following a prolonged absence of key staff during Q2, will be framed for discussion with the Activity Managers in Q3.

Additionally, MI has been increasing use of a Mission Engagement Log (Deliverable 2.4.1) developed in Q1 to track Mission engagement across all of MI.

REPORT MONITORING AND EVALUATION AGENDA PROGRESS (ACTIVITY 2.1.2)

The Monitoring and Evaluation Agenda Progress Report was submitted during Q1 FY15, and was officially cleared on January 30 following minor revisions from E3/FAB, copyediting, and formatting work.

COMPLETE SUSTAINABLE LIVELIHOODS SUMMARY OF FINDINGS AND DEVELOP SUSTAINABLE LIVELIHOODS LEARNING AGENDA (ACTIVITY 2.2.1)

The Sustainable Livelihoods Summary of Findings was rescoped as a shorter brief after conversations and agreement with the Activity Manager. During initial thinking for the product, MI expected a systematic review of sustainable livelihoods by International Institute for Environment and Development (IIED) to be completed, which would inform the development of MI's summary of findings. However, due to multiple delays in production by IIED (and thus out of MI's control), it was no longer feasible that this document could inform MI's products within the defined production timeline. IR2 and the Activity Manager agreed to

rescope the product as a succinct (10-12 page) synthesis of lessons learned from assessments of several past USAID-funded programs that invested in the development of conservation enterprises. Prior review of available USAID documents suggested that development of conservation enterprises was and is a common intervention in the biodiversity portfolio. This brief was reviewed by both Olaf Zerbock and Megan Hill, submitted to the Acting COR, Olaf Zerbock, for approval and then to Cynthia Gill, who approved on March 12 for distribution to the USAID network. After final formatting and layout work, the brief was sent out by E3/FAB to the network of Missions. The Sustainable Livelihoods Findings Addendum (Deliverable 2.2.1.B) will be rescoped once the IIED review becomes available.

The Conservation Enterprises brief informed the March 24 webinar launch of the Conservation Enterprises Learning Group (Deliverable 2.3.1.A, described above). Next steps for developing the learning agenda include engaging with interested Mission participants, developing an online platform, and launching an email discussion in Q3 and Q4. These components will then inform the draft Learning Agenda (Deliverable 2.3.1.B).

ANALYZE ENTERPRISE-BASED APPROACHES (ACTIVITY 2.2.2)

MI hired Bernd Cordes in Q1 to undertake a follow-up study on the Biodiversity Conservation Network (BCN) program. Following background research and initial preparation done in Q1, Bernd interviewed 14 out of 20 BCN projects and worked to analyze information attained. The Phase 1 report will summarize the current status of and contacts for the original BCN projects, the tools and protocols used to conduct interviews and analyze findings, the results of initial interviews and conclusions of an initial analysis, and an assessment of the feasibility and value of proceeding to Phase 2, along with recommendations for revised protocols should it proceed.

The IR2 team, with Bernd, E3/FAB, and other key MI staff, met in late January to present a progress report on Phase 1. This meeting represented a mid-point check of Bernd's and IR2's work on the BCN Report. On March 12, the IR2 team held a check-in call with E3/FAB to review progress, finalize the outline for the Phase 1 report (to be completed in Q3), and develop a decision rubric for Phase 2 progression.

DEVELOP INDICATORS FOR COMBATING WILDLIFE TRAFFICKING (ACTIVITY 2.2.3)

IR2 made significant progress in Q2 in developing indicators for CWT. Following development of a generalized situation model and identification of potential priority CWT strategic approaches in a meeting with E3/FAB in Q1, MI and E3/FAB agreed a second meeting was needed for E3/FAB to refine their collective thinking and review draft TOCs developed by IR2 for proposed priority strategic approaches before a draft report could be developed. Consequently, MI and E3/FAB rescoped deliverable 2.2.3.B as a facilitated discussion rather than as a draft report. This meeting with the E3/FAB CWT working group took place on March 5. During the meeting, E3/FAB identified small groups that would continue working to refine the TOCs for seven priority strategic approaches.

IR2 then facilitated an E3/FAB-led workshop (Deliverable 2.2.3.C) on March 18 with 32 CWT experts from E3/FAB, other US Government units, conservation NGOs, and academia to further refine TOCs for the seven priority strategic approaches and associated recommended key indicators developed by E3/FAB working groups. The workshop, a significant highlight for IR2 during Q2, was led by an E3/FAB team led by Mary Rowen. IR2 developed and prepared content for discussion and support materials for the E3/FAB facilitators, presented a brief technical introduction, and provided facilitation support to small groups as they worked. The MI-produced indicator reference report on CWT (Deliverable 3.1.2.B) was used as a resource during the meeting and distributed to participants. Additionally, E3/FAB requested IR2's assistance in a March 19 coordination meeting between US government departments on a nascent United States Government (USG) wildlife trafficking scorecard.

A final report recommending USAID CWT indicators (Deliverable 2.2.3.D) will present the final vetted CWT situation model, selected priority CWT strategic approaches, final vetted generic TOCs for priority strategic approaches, and final vetted recommended key indicators based on the generic TOCs. IR2 developed a draft product definition in mid-February and discussed with E3/FAB in mid-March. The March 18 workshop results form the basis for this report. The draft product will be delivered ahead of schedule in early Q3, and will remain in draft form to be vetted directly with Missions, as agreed with E3/FAB.

Following vetting by Missions, the report will be finalized in collaboration with E3/FAB as a guidance document for Missions undertaking CWT programming.

A new product to provide broader guidance to Missions on indicator development and selection may be added to Activity 2.2.3. It is being scoped in Q3.

COMPLIANCE AND ENFORCEMENT (ACTIVITY 2.2.4 AND 2.3.2)

A draft product definition for the Compliance and Enforcement Summary of Findings was developed in Q2 but is on hold pending E3/FAB prioritization of CWT-related learning topics.

COMPLETE ANALYSIS OF ORGANIZATIONAL LEARNING (ACTIVITY 2.5.1)

IR2 solicited comments from key informants and E3/FAB staff on the draft technical analysis in Q1. Following receipt and incorporation of these comments, IR2 sent the document for copyediting before sending to the IR2 Activity Manager for final approval. IR2 expects the organizational learning analysis to be formatted and fully approved in early Q3.

Key Products

- 2012-2017 Monitoring and Evaluation Agenda Progress Report (Deliverable 2.1.2)
- Conservation Enterprises Brief (Deliverable 2.2.1.A)
- Working Group Facilitation: CWT TOCs (revised Deliverable 2.2.3.B)
- Facilitated Workshop: CWT TOCs and Indicators (Deliverable 2.2.3.C)
- Webinar on Sustainable Livelihoods Summary of Findings (Deliverable 2.3.1.A)

IR3: BUILD THE EVIDENCE BASE

During Q2 FY15, IR3 primarily focused on advancing the following activities: (1) nutrition and food security integration, (2) community involvement in wildlife trafficking, and (3) the CWT indicator survey. Specific highlights include:

- Finalizing the Research Agenda.
- Development of the scope of work on capture fisheries and nutrition and food security, the outline for the fisheries briefing book, and three country profiles.
- Productive collaboration between IR2 and IR3 on the CWT indicator report, and subsequent successful use by E3/FAB.
- Presentation of an initial analysis of community engagement in combatting wildlife trafficking by David Wilkie of the Wildlife Conservation Society (WCS).

The following sections provide quarterly highlights, progress updates against the approved MI FY15 Annual Work Plan, and details regarding IR3 engagement with E3/FAB and key partner offices.

DEVELOP NEW KNOWLEDGE AROUND SUSTAINABLE LIVELIHOODS (ACTIVITY 3.1.1)

Deliverables under the Sustainable Livelihoods activity are being rescoped in order to better align with the IR2 Conservation Enterprise Summary of Findings and to complement the Sustainable Livelihoods Learning Agenda. Originally, the research paper on information gaps for sustainable livelihoods learning (Deliverable 3.1.1.A) consisted of a literature review on conservation enterprises, but was dropped due to a probable duplication in effort from an ongoing IIED review. IR3 met with IR2 this quarter to discuss the product and how it could best complement IR2's work in sustainable livelihoods and meet E3/FAB's needs. IR3 finished a pilot study on a potential research activity to inform deliverables 3.1.1.A and 3.1.1.B. This pilot study will use a database of World Bank project evaluations as a research product to inform effective implementation of sustainable livelihood projects. A pilot analysis of 12 randomly selected projects was finalized at the end of Q2 and the results will be discussed with E3/FAB and IR2 in Q3.

Additionally, the research implementation strategy (Deliverable 3.1.1.B) is being rescoped. The strategy was originally meant to complement the sustainable livelihoods learning group, however, this group has not yet formed. IR3 is working to redefine the product to complement outcomes from the sustainable livelihoods webinar held by IR2, rather than the learning group.

DEVELOP NEW KNOWLEDGE AROUND COMPLIANCE AND ENFORCEMENT (ACTIVITY 3.1.2)

IR3 worked closely in partnership with WCS to advance deliverable 3.1.2.A, the research brief on community engagement in wildlife trafficking. MI carefully managed the contract with WCS, under close consultation with E3/FAB, and modified it when needed to accommodate changes in the work and its timing. MI, with approval from E3/FAB, supported David Wilkie's (WCS) travel to attend an IIED conference in South Africa on community engagement in wildlife trafficking enforcement. During the conference, Dr. Wilkie met with IIED and USAID staff, presented his work for MI, and used conference findings to better inform the development of the framing brief. Additionally, Dr. Wilkie delivered a presentation on his work on the framing brief on March 16 to E3/FAB and MI. This presentation represented a mid-point check of WCS' and MI's work on this deliverable, and was well-received. MI is working with WCS to finalize the framing brief and the list of case studies for the research brief.

The report on metrics used in combatting wildlife trafficking (Deliverable 3.1.2.B) was delivered and accepted by E3/FAB on January 29. This report was successfully used in IR2's March 18th Combatting Wildlife Trafficking Metrics Workshop.

The literature review and research implementation strategy for evidence gaps in Compliance and Enforcement (deliverables 3.1.2.C and D) are on hold pending the completion of the Summary of Findings in IR2 (Activity 2.2.4).

PROVIDE NEW KNOWLEDGE ON INTEGRATION PATHWAYS (ACTIVITY 3.2.1)

FOOD SECURITY AND NUTRITION

The IR3 team made significant progress in advancing research on integration pathways between biodiversity and food security and nutrition during Q2. The IR3 Activity Manager, E3/FAB's Food Security Integration Working Group, and Bureau for Food Security (BFS) staff approved a scope of work outlining the research implementation strategy (Deliverable 3.2.1.A) for this activity on January 28. This strategy includes two pillars of work: (1) build the evidence base for the importance of wild fisheries to nutrition and food security in nine selected Feed the Future countries; and (2) produce a BFS briefing book (both of these products will complete deliverable 3.2.1.B).

Country profiles generated through this research synthesize evidence about the importance of capture fisheries for nutrition and food security, and economic development, as well as key management issues and threats in nine Feed the Future countries: Senegal, Ghana, Cambodia, Tanzania, Kenya, Malawi, Bangladesh, Mozambique, and Liberia. In Q2, IR3 completed four profiles:

- Liberia, approved February 25
- Mozambique, approved February 25
- Cambodia, approved March 23
- Malawi, submitted for USAID review on March 27

During Q2 IR3 also produced an outline of the briefing book, which will include all nine country profiles and will be submitted to BFS in order to engage them in discussions about integrated programming. E3/FAB approved this outline on February 25. Finally, as part of the overall activity, IR3 produced a series of hypotheses about wild foods (including fish) and nutrition and food security using Demographic and Health Surveys (DHS) (Tanzania 2010) data, and is working with ICF's DHS statistical team to test them.

GENDER

USAID approved the scope of work developed with The Nature Conservancy (TNC) in January to illuminate linkages between gender, governance, and conservation activities. This SOW outlines the products to be delivered by TNC, including a systematic review and a series of policy briefs (deliverables 3.2.1.D and E). This research is proceeding with the expectation that the contract will be executed. IR3 worked with TNC to negotiate contract clauses. A contract containing language that is acceptable to both parties was produced in April 2015.

DESIGN, IMPLEMENT AND FINALIZE RESEARCH ON SPECIAL TOPICS (ACTIVITY 3.3.1)

LITERATURE REVIEW: CONSTITUENCY BUILDING

IR3 began work with the Center for Biodiversity and Conservation at the American Museum of Natural History (AMNH) on a review of published academic and gray literature on constituency building and stakeholder engagement. This review will be incorporated into IR2's Compliance and Enforcement Summary of Findings. In January, AMNH delivered the first deliverable defined in the approved SOW, a systematic review protocol that defines the search's scope, approach, and review protocol, implementation, and synthesis. The second deliverable, a bibliographic database of relevant documents, was delivered at the beginning of Q3.

FINALIZE BIODIVERSITY AND DEVELOPMENT RESEARCH AGENDA (ACTIVITY 3.4.1)

The Biodiversity and Development Research Agenda (Research Agenda) was finalized in Q1 and cleared in Q2. IR3 delivered a final version of the Research Agenda main text in Q2. Additionally, two standalone products (Deliverable 3.4.1.B) on using evidence and on research questions and methods were revised throughout Q2 and moved through the E3/FAB clearance process. These products were cleared on March 27.

IR3 also made significant progress in disseminating the Research Agenda and related products (Deliverable 3.4.1.C). Dissemination activities for the Research Agenda include:

- Submitting an abstract on the Research Agenda for a presentation on January 30 for the 27th International Congress for Conservation Biology, and was accepted for a poster presentation to be delivered August 2-6.

- Submitting an abstract on February 26 to the Ecological Society of America for a panel discussion during their 2015 annual meeting August 9-14.

Additionally, a brief article on the Research Agenda was featured in the March edition of the Poverty, Conservation, and Learning Group newsletter. IIED informed USAID that the story was the most popular piece of the issue, and expressed interest in featuring the Biodiversity Handbook as a featured document in the May edition.

DISSEMINATE KEY RESEARCH (ACTIVITY 3.4.2)

In addition to the Research Agenda and CWT metrics reference report dissemination activities described above, IR3 and WCS disseminated their research on community engagement in combatting wildlife trafficking during the March 16 webinar presentation of the framing brief. A webinar to disseminate the Research Agenda is scheduled for May 27, in coordination with the Global Development Lab.

Key Products

- Framing Brief Presentation on Community Engagement in CWT (interim Deliverable 3.1.2.A)
- Report: Metrics Used in Combating Wildlife Trafficking (Deliverable 3.1.2.B)
- Research Implementation Strategy for Evidence Gaps in Integration with Nutrition and Food Security (Deliverable 3.2.1.A)
- Four country profiles for Food Security and Nutrition Research product (Liberia, Mozambique, Cambodia, Malawi) (Deliverable 3.2.1.B)
- Two Standalone Products from the Research Agenda – “Identifying and Using Evidence” and “Research Questions and Methodologies for a Biodiversity and Development Research Agenda” (Deliverable 3.4.1.B)
- Research Agenda Dissemination Meetings and Activities (Deliverable 3.4.1.C)

IR4: SYNTHESIS AND OUTREACH

During Q2 FY15, IR4 conducted DC-based and overseas trainings, advanced three AM guidance documents, packaged new knowledge, and liaised with the Bureau for Policy, Planning, and Learning (PPL). Specific highlights include:

- Conducting the non-environment Miradi pilot with Uganda Mission staff
- Presenting a beta version of the Library of Best Practices to E3/FAB staff
- Finalizing the Sustainable Conservation Approaches in Priority Ecosystems (SCAPES) Evaluation Executive Summary
- Extensive consultation and drafting progress on the guidance documents on use of TOCs, results chains and on indicators and M&E

The following sections provide quarterly highlights, progress updates against the approved MI FY15 Annual Work Plan, and details regarding IR4 engagement with E3/FAB and key partner offices.

DEVELOP FRAMEWORK FOR MAINSTREAMING LEARNING AND ADAPTING (ACTIVITY 4.1.1)

Building off progress made in Q1, the IR4 team developed an internal draft of the Framework for Mainstreaming Learning and Adapting, with inputs from IRs 1, 2, and 3. In Q3, the Framework will be finalized after additional refinement and receipt of input from the MI Activity Managers.

The purpose of the Framework is to lay out a set of core competencies, best practices, and business processes that MI has identified as necessary to mainstream adaptive management and best practices in implementing the Program Cycle for biodiversity and integrated programming. It is based on *The Open Standards for the Practice of Conservation* and is structured around the four enabling conditions that E3/FAB and MI have identified as essential to mainstreaming learning and adapting (capacity; knowledge, tools, and guidance; business processes and systems; and culture) and notes relevant applications and entry points in the USAID context. The Framework will help MI Management and USAID Activity Managers assess progress toward the life of project objective: *evidence-based adaptive management mainstreamed within USAID*. Beyond the life of MI, the Framework will help Missions and E3/FAB agree on a common conceptual framework for adaptive management, and assess USAID staff capacity to apply MI's AM tools, guidance, and best practices to improve the effectiveness of future biodiversity programming.

BUILD CAPACITY THROUGH TRAINING (ACTIVITY 4.2.1)

MI staff held four DC-based training sessions in Q2 (Deliverable 4.2.1.A), summarized below:

Table 2: DC-based Training Sessions

Date	Audience	Description
January 8	State Department, NOAA, USAID	MI facilitated two working sessions with staff of the E3/FAB Office to develop a situation model to inform USAID's engagement in the Presidential Task Force on Illegal, Unreported, and Unregulated (IUU) Fishing and Seafood Fraud. The situation model mapped US Government engagement in the issue across multiple agencies, including USAID. The second of these sessions was a workshop, which included a training element, for National Oceanic and Atmospheric Administration (NOAA) and State Department staff to consider and refine this situation model. As a product of the sessions, participants developed a situation model for IUU Fishing. Later in the quarter, IR2 staff worked with E3/FAB to develop TOCs associated with that situation model.
January 12	State Department, NOAA, USAID	

January 23	Terry Brown and PPL/SPP	MI gave a training to staff of PPL's Strategic Planning and Policy Office. Nick Salafsky of FOS introduced Miradi™ Adaptive Management Software as well as the associated tools that help USAID staff use best practices in implementing the Program Cycle: (1) situation models, (2) TOCs and results chains, and (3) TOC-based M&E design and indicator selection. The meeting was well received by PPL Strategic Planning and Programming (SPP) staff, who found the tools to be useful and reported that they are a sound complement to logical frameworks (logframes), filling gaps to support systems thinking throughout the design and planning process, and ensuring strong linkages to implementation, learning, and adapting.
February 19	PPL/LER	MI held a second training workshop covering the use of results chains to express a project's TOC and guide the selection of indicators to assess progress along that TOC. This training workshop was requested by and delivered to PPL's Learning, Evaluation, and Research (LER) staff to help inform their considerations of updates to the Agency's M&E guidance. As a result of this training and the prior meeting on January 23 rd , MI and PPL/LER discussed possible revisions to ADS 201-203 chapters to include results chains as a standard tool for articulating TOCs, and to link indicator selection to the project TOC.

This IR4 effort complements IR1's capacity building work to enhance core competencies at focal Missions; the IR4 focus is on training USAID Washington (USAID/W) counterparts that serve as Advisors and Enablers for Mission-based programs.¹ The training opportunities described above were identified and delivered in collaboration with E3/FAB.

Additionally, IR4 engaged in coordination activities with E3/FAB and ECO to further define Training Modules for inclusion in E3/FAB's new training strategy and program for Environment Officers (Deliverable 4.2.1.C). These modules will complement IR1's training materials and the IR4-produced guidance documents on situation models, TOCs, and TOC-based M&E and indicator selection (Activity 4.3 below). IR4 staff participated in a half-day strategy meeting with the E3/FAB Training Working Group on February 18th, 2015 and a follow up work session with ECO in mid-March. This has resulted in coordinated inputs from ECO and MI on E3/FAB's target audiences and corresponding core competencies.

COMPLETE MIRADI PILOT (ACTIVITY 4.2.2)

MI had substantial success in completing implementation activities for the Miradi pilot during Q2, setting us up for delivery of the final report in Q3. MI delivered a presentation on the Miradi Needs Assessment and Progress Report (Deliverable 4.2.2.A) to Activity Managers during the MI-E3/FAB monthly meeting in January. At that meeting, the Activity Managers advised that, given strong progress in Indonesia and the Philippines and growing interest by PPL and other Missions in wider application, the pilot should conclude during Q2 even if limited progress could be made in piloting the software in Uganda and SAR. During Q2 we were able to have limited introductions of the software to staff of the Peru Mission and non-environment staff of the Uganda Mission.

MI staff completed three training sessions in Q2 related to the pilot (Deliverable 4.2.2.B):

- Feb 23: MI staff trained SAR staff in Peru in Miradi applications as part of TA delivered through IR1 during a TDY.
- March 23-25: MI and E3/FAB delivered a non-environment pilot of the approaches used in MI and Miradi software in Uganda for Feed the Future staff (Deliverable 4.6.1.A).

¹ MI Capacity Building Plan includes definitions of Advisors and Enablers

- March 31: To prepare for a Madagascar TDY, Cristy Garris held a one-on-one Miradi training session with Catherine Workman of E3/FAB. Cristy assisted Catherine with installing Miradi and how to use key features of the software.

Also during Q2, IR4 continued work on final Miradi training materials (Deliverable 4.2.2.C), the USAID software language pack, a memo to PPL requesting broader approval of Miradi (for submission by the IR4 Activity Manager), and the final Miradi pilot report. Pilot tests at focal Missions and E3/FAB, feedback collected from pilot audiences, pilot environment and non-environment test results, and lessons learned will inform the final report for the Miradi pilot. The final report will be completed in Q3.

FINALIZE GUIDES FOR SITUATION ANALYSIS, THEORIES OF CHANGE, AND MONITORING (ACTIVITY 4.3.1)

IR4 staff made significant progress on finalizing the three adaptive management guidance documents to support use of situation models, results chains, and M&E indicator and outcomes selection for USAID staff implementing the Program Cycle in biodiversity programs.

- The **theories of change** guidance draft was delivered to PPL in mid-January for review upon request of the IR4 Activity Manager. MI received comments in mid-March, held a meeting and a follow up call with PPL to discuss feedback and next steps, and began incorporating PPL's comments in March.
- The **monitoring and evaluation** guidance product definition was completed and approved by the IR4 AM in January. IR4 staff developed a draft of the guide that was reviewed internally in Q2, and delivered to the IR4 AM April 3.
- The **situation analysis** guide was completed in Q1 and is on hold until the other two guides are near final to ensure full alignment of concepts and language.

MI will deliver all three guides together at the end of Q3, and at that time will prepare companion PowerPoint presentations and narrated webcasts (Deliverable 4.2.1.B) to support roll out of the guides to USAID staff.

PRODUCE AND PACKAGE NEW KNOWLEDGE (ACTIVITY 4.3.3)

During Q3, IR4 developed new communications products, as well as supported the final production of technical products of IRs 1-3.

IR4 staff supported the development of (1) a brief of the Synthesis of Findings from Conservation Enterprises Report (Deliverable 2.3.1.A/4.3.3.A), and (2) the Analysis of Organizational Learning (2.5.1/4.3.3.B) by performing copyediting, formatting, and 508-compliance work. The Conservation Enterprises brief was widely disseminated in USAID in preparation for and during a webinar to launch the cross-Mission learning program on that topic on March 24, 2015.

Staff initiated development of two case studies on the integration of biodiversity conservation and climate change in the context of current USAID funding (Deliverable 4.3.3.C). These case studies build upon the existing library of climate adaptation case studies compiled by E3/GCC for use by Mission and USAID/W staff, who need sound examples of project designs that integrate climate and biodiversity considerations. In Q2, IR4 submitted a climate case study product definition to E3/FAB and E3/GCC for review, as well as an outline of the first proposed case study (Nepal adaptation activities) to the IR2 Activity Manager. For the second case study, IR4 proposed a review of Peru sustainable landscape activities. The Nepal and Peru case studies will be further developed in Q3-4.

Additional IR4 support included collaboration with the IR3 Activity Manager and ECO to finalize the Biodiversity and Development Handbook (Deliverable 4.3.3.D). IR4 staff provided support to the IR3 Activity Manager in responding to Front Office comments, as well as coordinated with a designer to improve the layout and appearance of the Handbook.

Significant support was provided by MI in the finalization of the SCAPES final evaluation report and a successful SCAPES closeout event (Deliverable 4.3.3.D). MI staff worked with a professional copyeditor and designer to develop an executive summary and a final evaluation report. The executive summary was completed, including copyediting, formatting, layout, design, and 508-compliance, in February and

was posted to the DEC. USAID held a well-received SCAPES closeout event on February 19, with support from MI, including presentation assistance, report printing, and coordination. The full evaluation report was delivered for approval and clearance in early Q3.

CURATE LIBRARY OF BEST PRACTICES (ACTIVITY 4.4.1)

IR4 presented a beta version of the *Library of Best Practices in the Program Cycle and Other Resources* to the MI COR on March 20 and then to the E3/FAB MI Points of Contact at their quarterly meeting on March 26. This digital library serves as a reference for USAID staff who provide support to Missions to implement best practices in the Program Cycle. The library aligns conceptually with the major topic areas of the MLA Framework (Activity 4.1.1) and USAID Program Cycle and is organized around tasks likely to be undertaken by E3/FAB staff as they provide assistance to Missions programming biodiversity funds. It contains curated materials generated by MI's work with Missions to serve as case examples. The Library will be put into operation during the third quarter and will be continuously updated over the life of MI. For now, the Library is designed as a google site protected by approved access. It has been designed with a simple, straightforward interface to facilitate ease of use in the field and Washington as well as ease of transfer should these materials need to migrate to a USAID-managed site in the future. IR4 staff have also developed a checklist and curation protocol defining how documents and resources will be added to the Library and how to manage sensitive but unclassified (SBU) materials appropriately.

COLLABORATE WITH PPL, E3/GCC, AND GENDER OFFICE (ACTIVITY 4.6.1)

In FY14, PPL requested that MI and E3/FAB explore the applicability of some of the approaches that MI is using to support best practices in programs with biodiversity funds to a program outside of the environment sector. In late March, MI and E3/FAB collaborated to deliver technical assistance to a Feed the Future program in Uganda. That program faced a challenge that MI has encountered in several of its focal Missions: a set of mechanisms developed to implement a PAD and wanting to engage in cross-mechanism monitoring, evaluation, and learning, yet lacking the systems and tools to effectively coordinate monitoring and learning. Working with specialists in the Facilitation Approach, IR4 staff and the IR4 Activity Manager facilitated a three-day workshop with staff of the Mission and the implementing partners to (1) validate a situation model that mapped the network of stakeholders and challenges; (2) develop TOCs aligned with the core elements of the three major mechanisms; and (3) start to identify key results, outcomes, and indicators to facilitate cross-project monitoring and learning. Design of the workshop was informed by several planning meetings and phone calls that included Mission staff, specialists in the Facilitation Approach, Feed the Future M&E staff, and PPL/SPP staff.

The pilot was successful and generated valuable observations from the field, with MI staff providing daily dispatches during the pilot period to E3/FAB and PPL points of contact. MI presented a written report and results of the workshop (Deliverable 4.6.1.A) to PPL and E3/FAB during a debriefing on April 1. Documents delivered include the Non-Environment Pilot Presentation, the TOC (Miradi file) produced by workshop participants, and a summary Excel file of feedback from participants in the March 23-25 workshop in Uganda.

LIAISE WITH REGIONAL BUREAUS (ACTIVITY 4.7.1)

Regional Bureau and PPL briefings through the year are intended to keep key staff informed of their Missions' work with MI and its alignment to the Agency's needs and priorities. MI provided a presentation on January 15 to PPL on the work we are doing in focal Missions to apply a TOC-based approach that aligns with collaborating, learning, and adapting principles. This included an update on the Miradi pilot that had been authorized by PPL during FY14. The presentation was well-received: attendees suggested making Miradi and associated concepts a standard tool for Missions, prompting MI and the IR4 Activity Manager to draft a memo requesting that expansion of the Miradi use approval (see Activity 4.2.2 above).

MI staff met with E3/FAB, PPL/SPP, and PPL/LER staff on February 19 to discuss the interaction between TOCs, monitoring frameworks, and indicator and outcome selection, and how this process measures progress along the TOC. PPL is currently in the process of updating the ADS and is considering how to update its indicator selection guidance. PPL/LER staff requested this discussion to better understand how MI is using this approach in focal Missions.

The MI COP met with senior management of the Organizational Learning and Knowledge Management (LEARN) mechanism on February 12 to understand priorities and planned products, and to identify areas of overlap or opportunities for cooperation between MI and LEARN. A follow up meeting on March 25 between IR2 staff, LEARN staff, and the IR2 Activity Manager was held to consider how MI could work with the Learning Lab and how, in turn, LEARN could support the cross-Mission Learning Program.

Additionally, MI staff provided support to the IR4 Activity Manager for a presentation given on January 29 to the PPL Local Systems Framework. Feedback on the presentation was very favorable.

Key Products

- 4.2.1.A – Four DC-based training sessions
- 4.2.2.A – Miradi Needs Assessment and Progress Report (1/15)
- 4.2.2.B – Miradi Training Sessions (2/23, 3/23-25, 3/31)
- 4.3.3.A/2.3.1.A – Conservation Enterprises Brief and Webinar (3/24)
- 4.3.3.D – SCAPES Evaluation Executive Summary (2/19)
- 4.6.1.A – Presentation: Non Environment Pilot (4/1)

IR0: PROJECT MANAGEMENT AND ADMINISTRATION

IR0 made notable strides in its work and demonstrated efficiency improvements compared to previous years during Q2 FY15. Highlights from Q2 include:

- Hiring a Learning Technical specialist for the IR2 Team.
- Developing and presenting a product tracking tool for work plan deliverables and progress.

LEVERAGE REPORTING TOOLS TO INFORM MANAGEMENT DECISIONS (ACTIVITY 0.2)

Quarterly accruals reports and monthly vouchers have been submitted to E3/FAB consistently on schedule. IR0 staff developed an operational budget to facilitate adaptive management of the MI budget and effective communication to IR leads throughout the year.

REPORT PERFORMANCE QUARTERLY (ACTIVITY 0.3)

During Q2 MI staff drafted the MI M&E Plan based on an updated results chain for the project (see Figure 3 in the Learning and Adapting section). The M&E Plan provides an overview of the TOCs for each of the project's IRs and the overall project using results chains. Those results chains were originally created in July 2013 and were updated in Q1 and Q2 of FY15 to better reflect the changing scope of IRs 2 and 3 that occurred during late FY14 into early FY15, in addition to further refinement of IR1 and IR4. The results chain provides a visual diagram of each TOC, the causal relationships within the TOC, and underlying assumptions.

The M&E Plan defines the framework and processes for MI managers to monitor, analyze and evaluate project performance and progress toward desired results. The M&E Plan is an internal MI document that will inform a revised Performance Monitoring Plan, to be submitted to E3/FAB for review and approval in Q3.

MAINTAIN FULL STAFF (ACTIVITY 0.4)

MI completed a successful hiring process to fill the position of Learning Technical Specialist in IR2 in March. MI received applications from a large pool of talented individuals, held phone interviews with eight candidates, held final in-person interviews with three candidates, reviewed writing exercises, and agreed to hire Jesse Buff for the position. He will begin in mid-April of 2015.

Additionally, MI advertised and reviewed applications for an AM Specialist Position and a Communications Officer position. MI management met with potential candidates and evaluated their suitability for the position. MI will continue the search process and will aim to hire an AM Specialist in early Q3 and a Communications Officer at the end of Q3.

In March, Shelly Hicks returned from maternity leave and resumed her role as IR1 lead and Activity Manager POC. The interim IR1 lead, Caroline Cook, will continue to play a support role in IR1 by providing administrative and management support to Latin America (SAR, Peru, Colombia, and Brazil) as needed.

PROVIDE SYSTEMS, PROCESSES AND POLICIES (ACTIVITY 0.5)

EI developed and updated a number of policies and procedures that will aid in the administration of the MI contract in accordance with applicable Federal Acquisition Regulation and USAID Acquisition Regulation regulations: a procurement policy, subcontract management guidelines, business meals, gifts, and entertainment policy, expense report policy, and inventory management guidelines. Additionally, IR0 staff updated and internally reviewed a conflict of interest (COI)/SBU policy and scheduled an all-staff training on COI/SBU for April 22. The updated COI/SBU policy will be shared with the COR in early Q3.

ADMINISTER AND MANAGE OPERATIONS (ACTIVITY 0.6)

The MI management team continued use of the Product Tracking Tool developed in Q1, and improved the Tool following feedback from E3/FAB and MI staff. MI staff added links to final products and to products on the DEC, if applicable, to facilitate and streamline access to deliverables for internal staff and Activity Managers. The Tool proved useful for structuring a mid-year and mid-project check-in meeting

with the COR, COP and DCOP on March 20. Following this meeting, MI's proposed changes to the FY15 work plan (additional activities, products and proposed changes) were synthesized and submitted in memo to the COR in early April.

MI finalized subcontract agreements with FOS and ICF on March 11 and 22, respectively. MI also developed and executed a contract with an independent designer, Greg Berger, to format, lay out, and perform 508 compliance on the SCAPES Executive Summary, Final Report, and Annexes.

Key Products

- Q2 FY15 Accrual Report (Deliverable 0.2.A)
- Three Monthly Vouchers (Deliverable 0.2.B)
- Q1 Quarterly Performance Report (Deliverable 0.3.B)
- Learning Technical Specialist Contract (Deliverable 0.4)

III. LEARNING AND ADAPTING

The MI PMP defines the management processes to monitor, analyze, and evaluate achievement of the project's goal and objectives. The PMP includes an overview of the project and its TOC. The PMP also defines a set of indicators and describes them in detail, including data collection, reporting and quality assessment methods. The MI Results Chain depicted in Figure 2 is included in the PMP and was the basis for MI's work in FY13. The results chain shows relationships between actions performed and anticipated outcomes, and depicts strategic approaches as yellow hexagons, anticipated results as blue boxes, focal interests (targets) in the green box at the far right, and indicators as purple ovals.

In Q1 FY14, the MI results chain was revised to reflect the rescoping of the project that was done during the strategic planning retreat in September 2013 and during development of the FY14 work plan. The results chain was further updated in September 2014 and in Q1-2 of FY15, based on the changing scope of IR2 and 3. This updated results chain is shown in Figure 3, below. MI will update its PMP and associated indicators in Q3 in order to reflect this revised results chain and current MI strategy. Once this revised PMP is approved, MI will report against the new set of approved indicators.

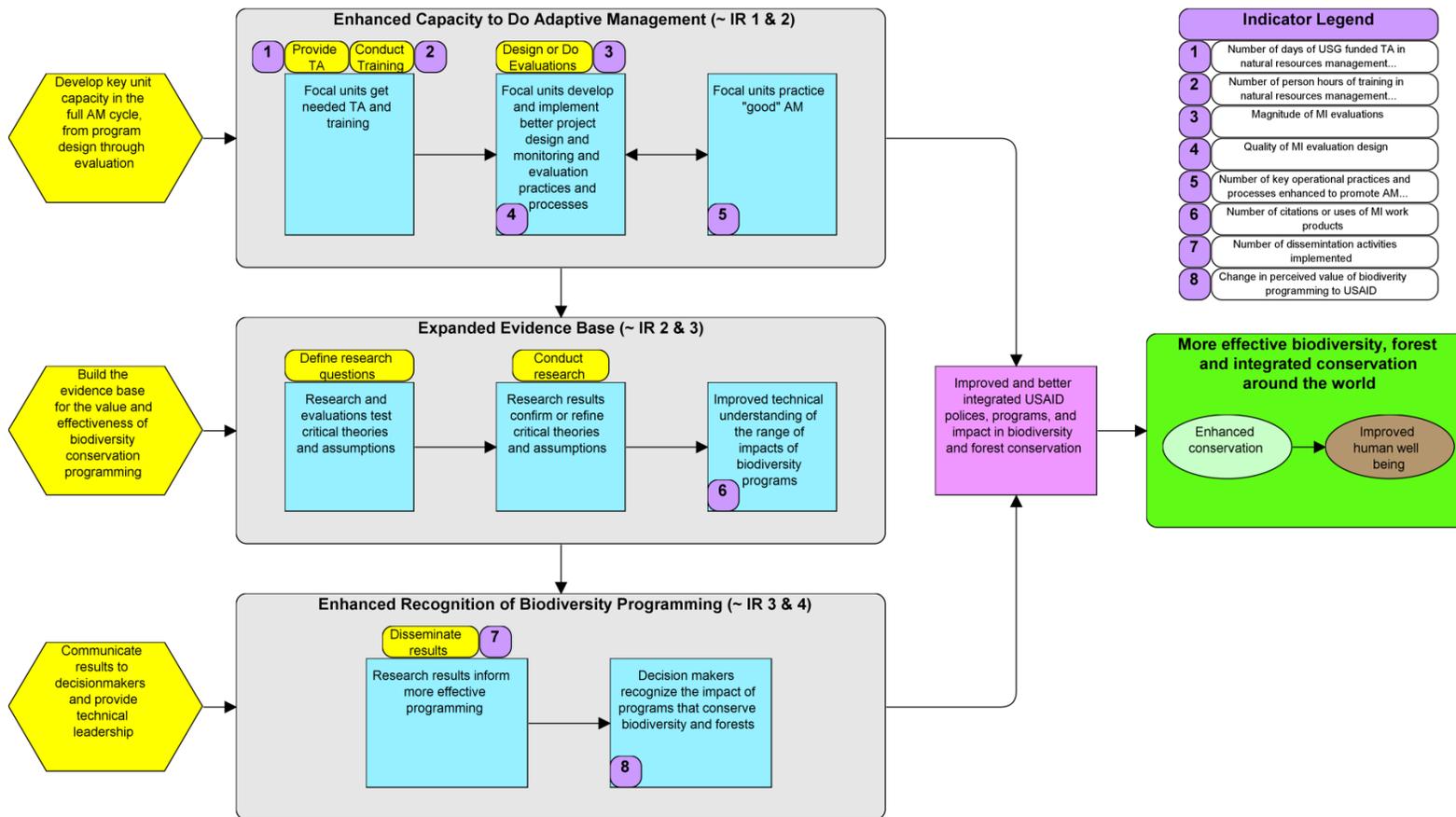


Figure 2: MI FY13 Results Chain

Measuring Impact
April 15, 2015

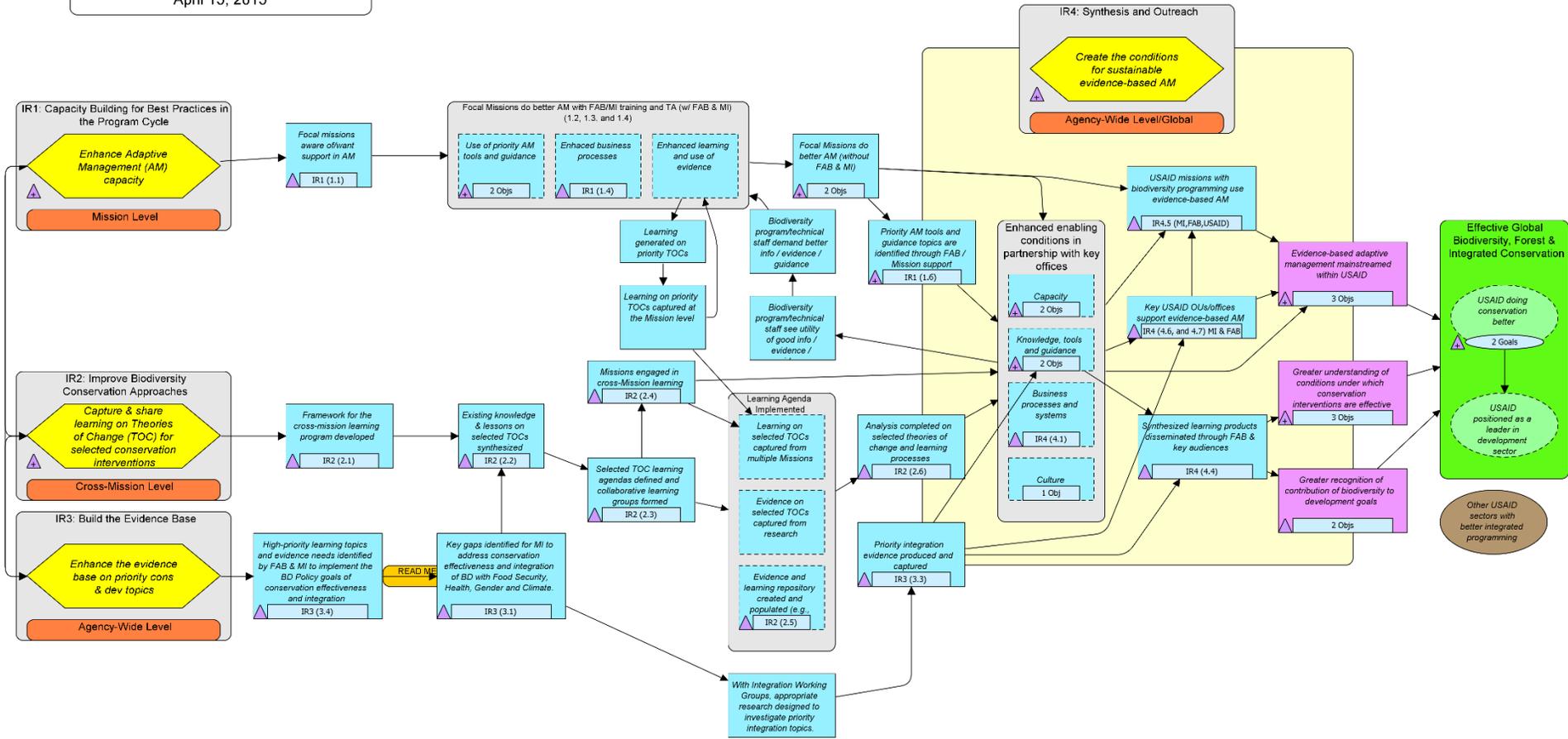


Figure 3: MI FY15 Results Chain

MONITORING RESULTS

The FY13 PMP defined the following indicators and associated targets for each year of the project as well as life of project.

Table 3: Indicator and Target Summary Table with FY13, FY14, and FY15 Totals

Indicator Number	Indicator	Annual and Life of Project Targets						FYs 13-14 Totals	FY15 Totals	LOP Totals
		Annual Sub-totals (Cumulative Sub-totals)								
		FY13	FY14	FY15	FY16	FY17	Total			
Enhance Capacity to Do Adaptive Management										
#1	Number of days of USG-funded TA in natural resources management and/or biodiversity provided to counterparts or stakeholders	300	1,800	1,700	1,900	1,200	6,900	1,436.56	459.97	1,893.53
#2	Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance	800	1,600	1,800	1,800	1,200	7,200	4,812	2,824	7,636
#3	Magnitude of MI evaluations	\$75k	\$975k	\$850k	\$700k	\$700k	\$3.3M	\$422,873	\$10,049	\$432,922
#4	Quality of MI evaluation design						20% exclusive 15% shared 5% reviewer <1% no engage	45% increase from baseline	N/A	45% increase from baseline
#5	Number of key operational practices and processes enhanced to promote the application of AM at the institutional level						TBD	N/A	N/A	N/A
Enhance Recognition of Biodiversity Importance										
#6	Number of dissemination activities implemented	10	20	30	40	30	130	29	27	56
#7	Number of citations or uses of MI work products	50	200	400	500	500	1,650	0	3	3

TESTING ASSUMPTIONS

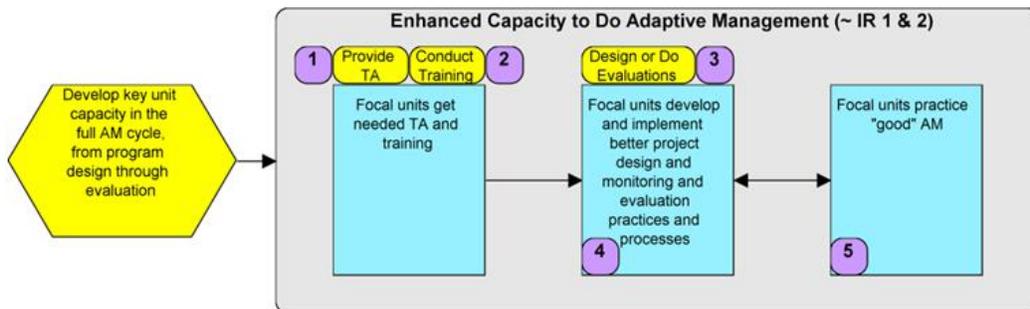
MI THEORY OF CHANGE

The goal of MI is to achieve more effective biodiversity, forest, and integrated conservation around the world. To realize this goal, MI and its Activity Managers defined three strategic approaches, with key assumptions, to define progress toward MI's goal of more effective conservation, including: (1) build focal unit capacity in the full AM cycle, from program design through evaluation, (2) build the evidence base for the value and effectiveness of biodiversity conservation and integrated programming, and (3) communicate results to decision makers and provide technical leadership. Collectively and over the life of MI and beyond, these strategic approaches will result in improved and better integrated USAID policies, programs, and impact in biodiversity and forest conservation. The indicators listed in Table 3 are drawn from the FY13 results chain (Figure 2), and are intended to monitor progress and incremental steps toward achieving the ultimate project goal of more effective conservation. The indicators and the results chain will also help E3/FAB and the MI team to test core assumptions and adapt to a changing environment as described in the following section.

STRATEGY ONE – DEVELOP KEY UNIT CAPACITY IN THE FULL ADAPTIVE MANAGEMENT CYCLE

Strategy one states that if MI and E3/FAB allocate time and resources to develop key unit capacity in the full AM cycle, from program design through evaluation, focal units will:

- Receive TA and training,
- Develop and implement better project design and M&E practices and processes, and
- Practice good AM.



INDICATOR 1 – NUMBER OF DAYS OF USG-FUNDED TECHNICAL ASSISTANCE IN NATURAL RESOURCES MANAGEMENT AND/OR BIODIVERSITY PROVIDED TO COUNTERPARTS OR STAKEHOLDERS

MI provided 300 days of TA in Q2 FY15, which falls short of the prorated FY15 target of 850 days of USG-funded TA. However, it is notable that MI far exceeded its prorated target for this period and the life of project to date for number of training hours (indicator 2). This weighting toward training rather than TA reflects MI’s modified understanding of Mission needs, which was not understood during development of this PMP. MI plans to address this modified understanding in the revised PMP.

IR 1 provided the majority of TA in Q2, providing approximately 51 percent of the total TA. The remainder of the TA provided in Q2 was delivered by IR2, IR3, and IR4, providing approximately 17, 30, and 2 percent of the total, respectively.

Of the total 300 days of TA, approximately 50 percent was provided to Missions and 50 percent to E3/FAB. A substantial amount of the TA provided to Missions in Q2 was delivered in service of four Mission site visits to Peru, Brazil, Philippines, and Mozambique. The table of Mission TA within the IR1 Project Accomplishments section of this report provides a summary of the outputs of the technical assistance provided to Missions during Q2.

The remaining 50 percent of TA provided by MI was in service of E3/FAB. The majority of TA provided to E3/FAB was focused on the implementation of research activities, such as nutrition and food security, gender, and community engagement in CWT. Furthermore, a significant portion of E3/FAB TA was allocated to the development of CWT indicators, and a small portion was allocated to the development of research options and presentations on the approaches MI is taking with Missions. Additionally, IR4 held two workshops with staff of USAID and other US government agencies on IUU fishing and a three-day workshop in a non-environment program in Uganda. MI’s TA to E3/FAB was allocated 55 percent to implementation of research activities, 35 percent to developing CWT indicators, and the remaining 10 percent to development of research options.

Table 5: Summary of TA provided to Missions and E3/FAB

Type of Assistance	Total Days of TA
TA provided to Missions	154.05
CARPE	26.82
Colombia	5.66
Indonesia	7.29
Madagascar	9.63
Malawi	.23
Mozambique	16.85
Nepal	3.98
Peru	27.1
Philippines	37.29
SAR	16.6
Uganda	3.8
Vietnam	1.8
TA provided to E3/FAB	140.89
TA provided to non-focal Missions	1.75
Total	299.69

INDICATOR 2 – NUMBER OF PERSON HOURS OF TRAINING IN NATURAL RESOURCES MANAGEMENT AND/OR BIODIVERSITY CONSERVATION SUPPORTED BY USG ASSISTANCE

MI hosted seven trainings in Q2 FY15, including two week-long trainings for the Mozambique and Philippines Missions, a three-day training for the Peru Mission, and a two-day training for the SAR regional Mission, totaling in 2,292 person-hours. Of these person-hours, 55 percent were for male participants and 45 percent were for female participants. These trainings were attended by 80 staff, of which 47 were males and 33 were females.

Approximately 50 percent of the total person-hours of training (1,104 hours) were provided to the Mozambique Mission during a week-long training. The training was attended by 23 Mission staff, of which six were female and seventeen were male participants. MI also delivered a week-long training to the Philippines Mission and two shorter trainings to the Peru Mission and SAR regional Mission in Q2. These trainings amounted to approximately 35 percent, 9 percent, and 6 percent of the total person-hours of training to the Philippines, Peru, and SAR, respectively.

MI also provided training to USAID/W staff, including two training sessions on the use of Miradi software, two workshops with PPL (LER and SPP) on the use of TOCs and indicator selection, and one workshop of the DC Gender Working Group on integrating gender and biodiversity program planning using TOCs.

INDICATOR 3 – MAGNITUDE OF MI EVALUATIONS

MI did not log any data on evaluation magnitude in Q2 FY15, placing MI below the Q2 prorated target of \$425,000 with a total of approximately \$10,000 year to date. However, following a data quality assessment meeting with the COR in Q1, the MI team learned that all evaluations influenced by MI should be tracked in this indicator, rather than only tracking evaluations directly managed by MI. In Q3, MI will engage the IR1 lead and regional leads to retrospectively examine evaluations it has influenced, determine the magnitude of those evaluations, and report them in this indicator. The following initial list of evaluations has been identified as necessary to include in this indicator.

- Mid-term and final performance evaluations of CARPE III
- Impact evaluation of SEA mechanism (Indonesia)
- Evaluation of LESTARI mechanism (Indonesia)
- Evaluation of South American Regional Bureau (SAR)
- Mid-term performance evaluations for Biodiversity and Watersheds Improved for Stronger Economy and Ecosystem Resilience and Ecosystems Improved for Sustainable Fisheries (Philippines)
- Impact and mid-term evaluation design support for the Nepal Mission

INDICATOR 4 – QUALITY OF MI EVALUATION DESIGN

MI did not assess any evaluation scopes of work to determine the quality of MI evaluation design during Q2 FY15. As mentioned in indicator 3, MI had not included evaluations it has influenced, only evaluations directly managed by MI. In Q3, MI will initiate assessment and report results of evaluations that it has influenced in addition to evaluations managed by MI.

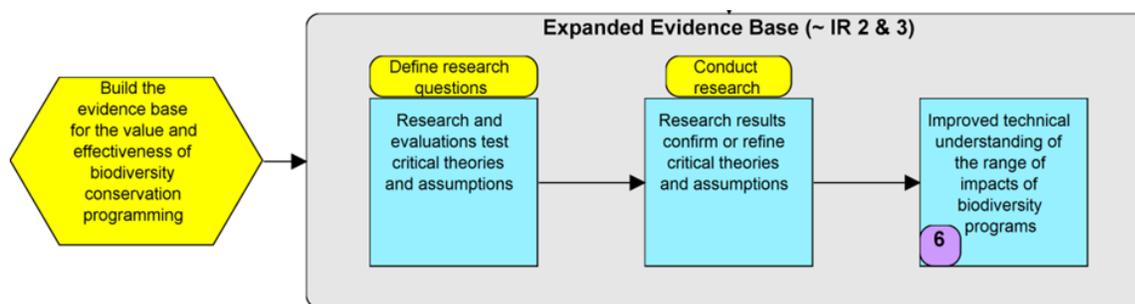
INDICATOR 5 – NUMBER OF KEY OPERATIONAL PRACTICES AND PROCESSES ENHANCED TO PROMOTE THE APPLICATION OF AM AT THE INSTITUTIONAL LEVEL

MI projects that we will begin collection and reporting on results for this indicator by the end of FY15. E3/FAB and MI spent FY14 working with focal Missions and consulting with PPL to develop a common understanding of which practices and processes should be tracked under this indicator. That understanding is being documented during FY15 in a framework for mainstreaming learning and adapting (Deliverable 4.1.1) and a companion checklist for best practices in implementing the Program Cycle during the first two quarters of FY15. These deliverables will reflect agreement on the practices and processes that need to be tracked to enable reporting of this indicator.

STRATEGY TWO – BUILD THE EVIDENCE BASE FOR THE VALUE AND EFFECTIVENESS OF BIODIVERSITY CONSERVATION PROGRAMMING

Strategy two reasons that if MI and E3/FAB allocate time and resources to build the evidence base for the value and effectiveness of biodiversity conservation programming, then:

- Research and evaluations will test critical theories and assumptions,
- Research and results will confirm or refine critical theories and assumptions, and
- Technical understanding of the range of impacts of biodiversity programming will be improved.



INDICATOR 6 – NUMBER OF DISSEMINATION ACTIVITIES IMPLEMENTED

MI delivered 24 dissemination activities in Q2 FY15, of which fifteen were verbal presentations, five were active circulations, and four were grey literature publications. All of the dissemination activities were delivered to USAID; three of these included extensive participation from non-USAID staff, including staff of other US government agencies and implementing partner organizations. Two dissemination activities were delivered by IR1, twelve were delivered by IR2, two were delivered by IR3, and eight were delivered by IR4. With these disseminations, MI is exceeding the prorated target for Q2 of fifteen dissemination activities. MI expects more dissemination activities in the latter part of FY15. The full list of dissemination activities for Q2 follow:

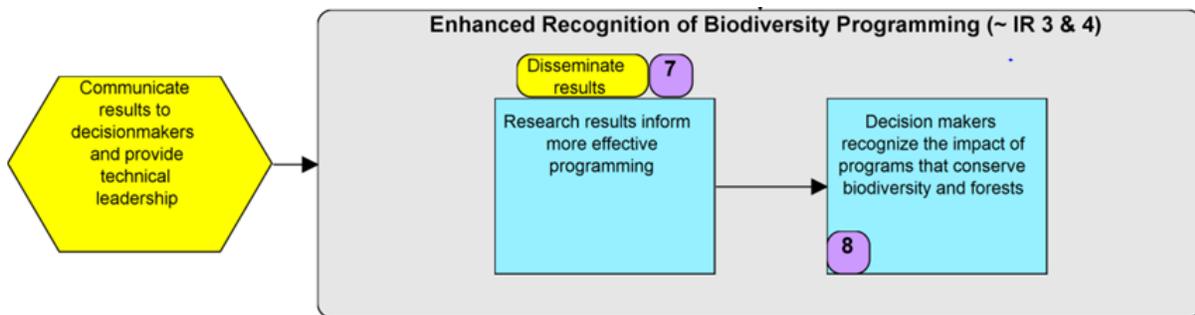
- IR1:
 - Mozambique Mission Outbrief on MI approaches
 - CARPE presentation to SAR
- IR2:
 - Webinar on Conservation Enterprises
 - Submission of Conservation Enterprise Brief
 - Website posting of Conservation Enterprises webinar
 - Website posting of Conservation Enterprises Brief
 - Launch of Pilot Learning Program online portal
 - Presentation of Learning Program roll-out plan to E3/FAB
 - Presentation of CWT situation model and TOCs to E3/FAB
 - Presentation of CWT situation model and TOCs to external experts
 - Submission of M&E Agenda Progress Report
 - Submission of Forests, Climate, and Communities Alliance Lessons Learned
 - Submission of SCAPES Final Evaluation Executive Summary
 - Presentation of SCAPES Final Evaluation
- IR3:
 - Presentation of community engagement in wildlife traffic enforcement
 - Circulate CWT metrics survey report
- IR4:
 - Presentation on Local Systems Framework with Marco Flores
 - Presentation on Use of TOCs to Implement the Program Cycle to PPL
 - Presentation on Indicator Selection to PPL/LER
 - Presentation on MI approaches to Ana Villegas for Environment Officer meeting in the Dominican Republic

- Presentation on Integrating Gender into Biodiversity Programs to the DC Gender Working Group
- Presentation on Using SMs and RCs to inform Monitoring, Evaluation, and Learning for Feed the Future in Uganda
- Presentation on Library to E3/FAB POCs
- Circulate SCAPES Executive Summary

STRATEGY THREE – COMMUNICATE RESULTS TO DECISION MAKERS AND PROVIDE TECHNICAL LEADERSHIP

Strategy three reasons that if MI and E3/FAB allocate time and resources to communicate results to decision makers and provide technical leadership, then:

- Research results will inform more effective programming and
- Decision makers will recognize the impact of programs that conserve biodiversity and forests.



INDICATOR 7 – NUMBER OF CITATIONS OR USES OF MI WORK PRODUCTS

There were three known citations or uses of MI work products in Q2 FY15. Two of the citations regarded the Research Agenda in the form of website hits on the IIED and SCALE websites. The other was a known use of grey literature produced by MI, the community engagement in anti-wildlife trafficking research brief.

MI is far behind the prorated life of project target of 450 citations. FY15 is the start of the significant production phase of the project, following a start-up focus on design, conceptualization, and learning during the last half of FY13 and FY14. This is the primary reason for the low number of citations. MI has also found it difficult to identify a robust tracking measure for citation or use of products that are not published in the peer-reviewed literature. When the PMP was written, MI anticipated generating numerous peer-reviewed publications. While we still anticipate producing peer-reviewed publications, the rescoping of IR3 during the first 18 months of implementation has resulted in an agreement with USAID that much of IR3’s work will be represented in presentations and grey literature. Usage and uptake of these products is more difficult to accurately track, and we will work with the MI Activity Managers during revision of the MI PMP to identify an informative indicator and measure.