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SERVIR PROGRAM DEMAND ACTIVITY

PROGRAM YEAR 3 WORK PLAN

1 OCTOBER 2014 – 31 OCTOBER 2015

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1 OCTOBER 2014 – 9 OCTOBER 2015

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INTRODUCTION

THE SERVIR PROGRAM

Established in 2004 under a partnership between the United States Agency for International Development (USAID) and the National Aeronautics Space Administration (NASA), the overarching goal of the SERVIR Program is to improve environmental management and resilience to climate change on a global scale. With an eye toward this goal, the SERVIR Program works to build the capacity of governments and other key stakeholders to integrate Earth observation information and geospatial technologies into climate change and environmental decision-making and practice.

More specifically, the SERVIR Program, which is a Spanish word meaning “to serve,” works in partnership with regional institutions – known as SERVIR “hubs” – to develop and deliver geospatial decision-support tools, products and trainings to government ministries and other stakeholders. SERVIR hubs include:

- Regional Centre for Mapping of Resources for Development (RCMRD) serving as the SERVIR-Africa hub since 2008.
- International Centre for Integrated Mountain Development (ICIMOD), which became the SERVIR-Himalaya hub in 2011.
- Water Center for the Humid Tropics of Latin America and the Caribbean (CATHALAC), which served as SERVIR-Mesoamerica from 2005 to 2011.
- Asian Disaster Preparedness Center, which became the SERVIR-Mekong hub in October 2014.

Additionally, via the servirglobal.net website and the host institution websites, SERVIR provides access and a medium to share and integrate satellite imagery, geospatial data, and mapping applications related to a diverse array of climate and other environmental information generated by SERVIR and other relevant programs.

THE SERVIR PROGRAM DEMAND ACTIVITY

The SERVIR Program Demand Activity – also referred to as the “SERVIR Demand Activity” or simply “SERVIR Demand” – was launched in July 2012 as a task order separate from the overall SERVIR Program managed by the NASA Coordination Office (CO) in Huntsville, Alabama. NASA’s efforts have primarily focused on working with SERVIR hubs to develop and provide access to decision-support tools and information services – the “supply” of SERVIR program offerings. The key objective of the SERVIR Demand Activity is to help USAID strengthen the capacity of SERVIR users to utilize the geospatial tools and decision-support applications created by the SERVIR program. In other words, the Demand Activity is focused on cultivating the demand for and increasing the uptake of user-friendly climate change decision support tools and applications supported by SERVIR, while building capacity of stakeholders to incorporate such data into development decision-making.

The Activity is comprised of the following six tasks:

1. Increase demand for SERVIR Program tools and services
2. Evaluate impact of SERVIR Program hub activities to address climate change
3. Implement SERVIR Program outreach and communications activities

4. Develop SERVIR Program hub sustainability plans
5. Assist USAID field missions with new SERVIR Program hubs
6. Administer Grants under Contract program.

For PY3, the SERVIR Demand Activity is comprised of the following full-time team:

- Noemi Danao-Schroeder, Chief of Party
- Carmen Tedesco, Senior Lead for Program Demand (Task 1)
- Oleksandr Rohozynsky, Senior Lead for Evaluation (Task 2)
- Stacy Whittle, Senior Lead for Communications (Task 3)
- Shannon Sarbo, Program and M&E Manager
- Laurel Edwards, Operations and Grants Manager
- Karishma Patel, Knowledge Management Specialist
- Amanda Trocola, Logistics Coordinator

In addition to the core team, the Demand Activity receives support from some key STTA for PY3 activities, including:

- Training Resources Group (TRG), providing facilitation support for various activities
- Spatial Dev, providing support to Task 1 efforts on the SERVIR Product Catalogue and GeoPortal development
- Frank Floyd, IT Project Manager, providing support for Task 1 in the SERVIR User Engagement Database/CRM
- Robert Salerno, DAI Development Specialist, providing support for Task 2 Evaluation
- Angela Puera, Communications Specialist
- Beth Leonhardt, DAI Home Office Project Manager
- Nathan Wineinger, DAI Home Office Project Associate
- Leona Ba, Monitoring and Evaluation Specialist, providing support to Task 2 and the implementation of the SERVIR monitoring system
- TBD, RCMRD-based Grants Manager

The SERVIR Demand Activity is currently in the process of executing a no-cost extension, which will bring the project end date from July to October 2015. As such, the PY3 work plan takes the increased period of performance into account, and the Annex B timeline table indicates which specific subtasks extend through October 2015.

THE SERVIR RESULTS FRAMEWORK

The SERVIR Results Framework (see Annex A) maps the activities and results required to achieve improved environmental management and resilience to climate change via the SERVIR Program. The Demand Activity is focused on building awareness and capacity among the community of users, as well as improving the understanding of user needs within the program – the “demand” side of SERVIR offerings. These activities support of all three intermediate results (IR) of the Results Framework.

The “supply” of SERVIR products and services is provided by NASA. The NASA-supported activities focus on maintaining a web-based geospatial platform, improving data quality and geographic coverage, and co-developing relevant tools, models, and applications with scientists in each SERVIR regional hub. The regional SERVIR program hubs are the primary interface between demand for SERVIR program products in developing countries and supply from local and NASA scientists. The activities and

deliverables funded-by NASA for the SERVIR program are tracked via the Integrated Management System (IMS), managed by NASA CO.

For PY3, it was decided that the SERVIR Demand Activity will develop and implement a new SERVIR monitoring system. This system will be officially launched and rolled out over the first quarter of 2015. Additionally, at the request of USAID a revised SERVIR Demand Performance Monitoring Plan (PMP) for PY3 will be submitted in Q2 to reflect additional Demand-focused indicators and the new SERVIR monitoring system.

TASK IMPLEMENTATION

The following work plan describes the specific activities that will be undertaken to achieve each of the outputs and deliverables of the six SERVIR Demand tasks during the period beginning 1 October 2014 and ending 9 October 2015. Under each Task we have identified sub-tasks and activities, and have indicated the timing and resources required in Annex B. Once approved by USAID, the work plan will guide the SERVIR Demand Team's implementation by providing both strategic and tactical guidance on achieving each Task.

During PY1 and PY2 of implementation, the SERVIR Demand Activity, thinking has evolved on how to best achieve the objectives of the Task Order. The PY3 work plan captures this shift in focus for many of the deliverables and activities, and these revisions are summarized by Task in the sections below. The PY3 Work Plan Timeline (in Annex B) includes more detail on the subtasks, activities, and sub-activities necessary to achieve each of the Task deliverables.

TASK 1: INCREASE DEMAND FOR SERVIR PROGRAM TOOLS AND SERVICES

Task 1 represents the foundation of the SERVIR Demand Activity, entailing a range of actions from reaching out to SERVIR hub institutions to learn about what has been done in the past, to working with practitioners to understand their development needs and demonstrating practical tools that fulfill those needs. Task 1 will result in a thorough understanding of the existing user base and a strategy to extend the depth and reach of that user base. Activities under Task 1 will also serve to strengthen the current capacity of the hub staff to both engage and attract new users over the longer term.

The PY3 workplan includes several changes to the implementation of Task 1. First, the Demand Activity has included two new deliverables to Task 1, the **SERVIR Geoportal** and the **SERVIR Guidebook**. The discussion for an enhanced "Interactive Mapper" tool began during the ESRI conference in July 2014. USAID and NASA were seeking greater data analysis and data access specifically for RCMRD's SERVIR datasets and the Demand Activity agreed to take on a revamping of the original site.

After these initial discussions, USAID expressed the need for a more robust "Geoportal" that would contain the major datasets for the entire SERVIR program in one place. The portal would have the ability to conduct some "on-the-fly" analyses and help users learn how and where to access all SERVIR data. Out of these further discussions, a working group was formed which included representation from USAID, NASA, Spatial Dev, and DAI. The purpose of the working group was to develop a workplan to deliver a Global Geoportal that would meet the needs of the stakeholders, as well as an RCMRD-specific version with only RCMRD's data.

The online SERVIR Guidebook is designed as a quick reference for internal SERVIR stakeholders from around the world to access information about the program. It is a repository of knowledge including history, toolkits, contact information, and other references useful to program implementation. A wiki site was initially built by NASA CO, but at the request of USAID the Demand Activity assumed

responsibility for further development, including content development and refinement, information organization, and general maintenance and upkeep.

Finally, for PY3, the Demand Activity has shifted Subtask 1.3 to provide more targeted support to user engagement. This includes the generation and sharing of user engagement tools developed through the Demand Activity, providing technical assistance to hub staff in this area, and documenting best practices in order to more effectively achieve Task 1 objectives.

Task 1 includes the following Subtasks:

- Subtask 1.1: Document current users to gain understanding of opportunities for growth
- Subtask 1.2: Expand the landscape of users by engaging potential users and increasing linkages with current users
- Subtask 1.3: Share lessons learned on user engagement
- Subtask 1.4: Develop and launch a SERVIR GeoPortal
- Subtask 1.5: Promote SERVIR Global Knowledge Management

In order to achieve **Subtask 1.1 Document current users to gain understanding of opportunities for growth**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Develop and handover SERVIR-E&SA product catalogue to RCMRD
- Provide initial training on maintenance and implementation of catalogue at RCMRD
- Coordinate with SERVIR-Himalaya to link products and services from ICIMOD's Mountain GeoPortal to SERVIR catalogue
- Provide ongoing maintenance and enhancements to SERVIR global product catalogue site as required, including updates to include new content
- Coordinate with NASA and USAID to establish a transition and maintenance plan
- Develop in-depth case study on the Forest Fire Monitoring and Alert System (FFMAS) for SERVIR-Himalaya to gain understanding of replicability, scalability and additional opportunities for increasing demand
- Synthesize and present results to USAID, NASA, and SERVIR partners.

In order to achieve **Subtask 1.2 Expand the landscape of users by engaging potential users and increasing linkages with current users**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Design, develop, and implement a user engagement database (referred to both as a UED or a customer relations database-CRM) to facilitate systematic and ongoing user information gathering, reporting, monitoring, and marketing in each hub.
- Provide technical assistance to integrate user engagement tools and practice.

In order to achieve **Subtask 1.3 Share lessons learned from user engagement**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Facilitate an internal learning workshop with select SERVIR stakeholders on best practices, tools, and lessons learned on user engagement. This workshop will serve to “formalize” SERVIR’s approach on user engagement, building on experiences of SERVIR stakeholders, knowledge gained in Subtask 1.2 through TA at the hubs and findings from the case studies and evaluations.

- Provide support to SERVIR-Himalaya to operationalize use of science applications to selected national institutions or other user groups.
- Plan and execute a US-based knowledge sharing forum for SERVIR and external partners (topic is TBD).

In order to achieve **Subtask 1.4 Develop and launch a SERVIR Geoportal**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Gather requirements with USAID and NASA
- Complete and distribute final workplan and schedule
- Develop design for Global Geoportal interface and data flow
- Design technical architecture and development schedule (i.e. “spring schedule”)
- Develop application through sprints and multiple iterations
- Conduct user application testing.

In order to achieve **Subtask 1.5 Promote SERVIR Global Knowledge Management**, the team will develop a web-based guidebook and deliver it to SERVIR stakeholders.

The table below summarizes our revised approach for achieving Task 1 deliverables and objectives in PY2 and PY3.

Deliverable (as defined in task order contract)	Final Deliverables
User profiles by region, country, and responsibility/role to capture the suite of SERVIR program users and product catalog	<ul style="list-style-type: none"> • Global online product catalogue • Hub-level product catalogues • GHG Case Study for SERVIR-Africa • Fire Monitoring Case Study for SERVIR-Himalaya • User Engagement Database (CRM)
Consultations in each SERVIR program region to bridge understanding between scientists and policymakers regarding Earth observation and remote sensing information, climate change, and SERVIR program’s decision support tools and services	<ul style="list-style-type: none"> • Support to SERVIR-Himalaya to operationalize science applications with key stakeholders • Internal User Engagement Workshop • DC-based knowledge sharing forum (TBD)
Presentation of results of the user profiles and product catalog to the USAID SERVIR program management team, the NASA SERVIR Program Coordination Office, and the SERVIR program Hub staff at the regional centers	<ul style="list-style-type: none"> • Webinars to share global product catalogue • Webinars to share results of case studies • Webinars to demonstrate UED/CRM
A “market survey” of potential SERVIR program users and market research report	<ul style="list-style-type: none"> • USAID market analysis and report for SERVIR-Africa and SERVIR-Himalaya (now in Task 4) •
Replicable methodology for market research in additional (new hub) regions	<ul style="list-style-type: none"> • Stakeholder analysis and user engagement tools and/or TA • TA or training on how to conduct USAID and other donor market analyses and market capture (TBD)

Deliverable (as defined in task order contract)	Final Deliverables
Provide technical assistance to SERVIR program Hubs to integrate user engagement and market research into their work plans and activities	<ul style="list-style-type: none"> • Internal User Engagement Workshop • Stakeholder analysis and user engagement tools and/or TA • TA provided in user engagement to ongoing SERVIR science projects • Collaboration with NASA on PDD
Provide technical assistance to train SERVIR program Hub staff on good practices for user engagement and market research	<ul style="list-style-type: none"> • Collaborate with hub staff to integrate user engagement approaches in tool development and practice • Collaborate with NASA on PDD definitions and product life cycle to strengthen elements of user engagement, theory of change, and other evaluation practices
Provide technical assistance to establish a system in each Hub for ensuring iterative stakeholder feedback on decision support tools and other products	<ul style="list-style-type: none"> • User engagement database/CRM • Trainings on CRM use • Link to Task 2 work on product/tool evaluation process

TASK 2: ASSESS IMPACT OF SERVIR PRODUCTS TO ADDRESS CLIMATE CHANGE

PY3 will be an important ramp up period for Task 2. In PY2 the Demand team brought on a full-time Evaluation Task lead, and both ICIMOD and RCMRD hired full-time M&E officers to assist in both performance M&E and impact assessment. Both institutions will use the opportunity from SERVIR to strengthen and incorporate evaluation approaches into their project analyses. In addition, via Task 2 the Demand team intends to develop a suite of “simple” and systematic evaluation approaches and protocols that can be applied to different products and services, including workshops, SERVIR tools, trainings and potentially AST project, among others. Finally, the Task 2 Lead will coordinate directly with the SERVIR Demand M&E Manager to develop and launch a SERVIR monitoring system for the program.

Task 2 includes the following Subtasks:

- Subtask 2.1: Evaluate Select SERVIR Program Projects
- Subtask 2.2: Report on findings
- Subtask 2.3: Develop and Implement SERVIR Project Monitoring System.

In order to achieve **Subtask 2.1 Evaluate select SERVIR Program Projects**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Conduct evaluability assessment of GHG Project at SERVIR-E&SA
- Develop methodology for evaluating GHG Project
- Collect data in E&SA region for evaluation

In order to achieve **Subtask 2.2 Report on findings** the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Deliver evaluation report on Land Cover Mapping Activity and present results (via webinar)
- Deliver evaluation report on GHG Project and present results (via webinar)

In order to achieve **Subtask 2.3 Develop and implement SERVIR Project Monitoring System**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Develop SERVIR Global Monitoring System, including data collection tools to standardize indicator monitoring of SERVIR activities
- Launch monitoring system and train relevant stakeholders
- Deliver SERVIR M&E toolkit, which includes tools from monitoring system as well as sample methodologies for assessing the adoption and impact of selected SERVIR program products and services that are meant to address climate change adaptation and sustainable landscapes
- Train relevant stakeholders on M&E toolkit.

The table below summarizes our revised approach for achieving Task 2 deliverables and objectives in PY2 and PY3.

Deliverable (as defined in task order contract)	Final deliverables
Impact assessments on decision-making of selected SERVIR program products/services	<ul style="list-style-type: none"> • Evaluation of GHG at SERVIR-E&SA • Evaluation of land cover change tool at SERVIR-Himalaya
A methodology for assessing the adoption and impact of selected SERVIR program products and services that are meant to address climate change adaptation and sustainable landscapes	<ul style="list-style-type: none"> • Adaptable and replicable methodology for evaluating GHG and Land cover change tool projects • Evaluation approaches and methodologies applicable to other SERVIR tools and services • Collaborate with NASA on PDD definitions and product life cycle to strengthen elements of user engagement, theory of change, and other evaluation practices • M&E toolkit
A final synthesis report of assessments and a presentation of findings to be delivered to USAID, NASA, and the SERVIR program hubs	Final synthesis report and presentation

TASK 3: DEVELOP AND IMPLEMENT A SERVIR PROGRAM COMMUNICATIONS STRATEGY

In PY3, SERVIR communications activities will be implemented in accordance with the approved global communications strategy and hub-specific communications plans. Additional marketing collateral will be created including a suite of success stories, product-specific brochures, marketing “kits” and briefing

packages for representing SERVIR at events (such as technical conferences). The communications task lead will work with SERVIR-E&SA, SERVIR-Himalaya, and NASA CO to prioritize outreach activities which effectively support the goal of increasing demand for the use of SERVIR's products and tools. In addition, the focus of communications in PY3 will shift to supporting tool and project-specific outreach and communications efforts.

Task 3 includes the following Subtasks:

- Subtask 3.1: Develop a global SERVIR program outreach and communication strategy
- Subtask 3.2: Support SERVIR Global communications efforts
- Subtask 3.3: Strengthen hub-level capacity in SERVIR outreach and communications

If necessary, the team will revisit and update the overall SERVIR global strategy to reflect new hub requirements at SERVIR-Mekong under **Subtask 3.1 Develop a global SERVIR program outreach and communication strategy**.

In order to achieve **Subtask 3.2 Support SERVIR Global communications efforts**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Develop SERVIR Global marketing “kits” and briefing packages to support event participation and marketing
- Produce 3 issues of SERVIR online newsletter
- Produce up to 7 SERVIR success stories
- Produce product-specific brochures
- Support Task 1 to plan, market, and execute US-based knowledge sharing forum in Washington DC
- Work with Demand task leads to identify and support communication needs
- Ensure global SERVIR materials are disseminated to and used by hubs
- Provide support to NASA as required on SERVIR global website development.

In order to achieve **Subtask 3.3 Strengthen hub-level capacity in SERVIR outreach and communications**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Strengthen outreach and communications on up to 4 events/activities which promote SERVIR-E&SA
- Execute and report on up to 4 events/activities which promote SERVIR-Himalaya
- Ensure hub-level outreach and communication elements reflect proper branding guidelines (including visualization components of existing products and applications)
- Produce updated hub-level marketing materials
- Produce and disseminate hub-level success stories
- Compile lessons learned from communications efforts at SERVIR-Africa and SERVIR-Himalaya on how the SERVIR program can best serve user and beneficiary needs
- Support Product Catalogue updates.

The table below summarizes our revised approach for achieving Task 3 deliverables and objectives in PY3.

Deliverable (as defined in task order contract)	Final deliverable
Develop a global SERVIR program outreach and communications strategy	<ul style="list-style-type: none"> • SERVIR Global Communications Strategy (if updated)
Prepare communication materials	<ul style="list-style-type: none"> • Product-specific brochures • SERVIR online newsletter • Success stories • Briefing packages and marketing kits for event participation
Prepare and implement individual SERVIR program hub outreach and communication plans (including advice on appropriate press events in the regions)	<ul style="list-style-type: none"> • SERVIR-Himalaya Outreach and Communications Plan • SERVIR-E&SA Outreach and Communications Plan
Conduct outreach events in each region and compile feedback on how the program can best serve user and beneficiary needs	<ul style="list-style-type: none"> • Strengthen outreach and communication on up to 4 events/activities which promote SERVIR-E&SA • Execute and report on up to 4 events/activities which promote SERVIR-Himalaya • Compile feedback and lessons learned from communications efforts at the hubs on how the SERVIR program can best serve user and beneficiary needs

TASK 4: DEVELOPMENT OF SERVIR PROGRAM SUSTAINABILITY PLANS

As with Task 2, activities and the pace of outputs will ramp up in Program Year 3. The PY3 work plan reflects a more refined approach to Task 4 in several key ways. For instance, it was determined in coordination with USAID that the Demand Activity will focus on sustainability planning as related to USAID market opportunities. In addition, in preparation for the next phase of SERVIR, the Demand Activity can provide TA to the hub institutions to build the systems, tools, and capacities to do business directly with USAID, including business development, market analysis, pricing and costing, etc.

Task 4 includes the following Subtasks:

- Subtask 4.1: Conduct SERVIR Hub Capacity Assessment
- Subtask 4.2: Provide technical assistance to RCMRD and ICIMOD on USAID market capture
- Subtask 4.3: Develop hub sustainability plans

In order to achieve **Subtask 4.1 Conduct Organizational Assessments of SERVIR Hubs**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Complete organizational case study of SERVIR-E&SA within RCMRD, SERVIR-Himalaya within ICIMOD, and SERVIR-Mesoamerica within CATHALAC
- Webinar to share results of studies with SERVIR partners

- If requested, provide support to hub to implement SERVIR Hub Technical Capacity Self-Assessment (TBD)

In order to achieve **Subtask 4.2 Provide technical assistance to RCMRD and ICIMOD on USAID market capture**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Conduct market analyses of USAID opportunities for RCMRD and ICIMOD
- TA to RCMRD to conduct an indirect cost rate analysis, in preparation of direct contract with USAID (TBD)
- Provide tools, training, mentoring on business development to relevant RCMRD staff, at the request of RCMRD leadership.
- Costing analysis of up to two SERVIR tools and projects at RCMRD and ICIMOD.

In order to achieve **Subtask 4.3 Develop hub sustainability plans**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Based on USAID market analysis, develop Sustainability Plan for SERVIR-E&SA
- Hire ICIMOD-based firm to develop Sustainability Plan for SERVIR-Himalaya
- Support the design and facilitation of key meetings to implement and/or integrate the Sustainability Plans into the host institution, as required.

The table below summarizes our revised approach for achieving Task 4 deliverables and objectives in PY3.

Deliverable (as defined in task order contract)	Final deliverables
Define sustainability through workshops	<ul style="list-style-type: none"> • Completed in PY2
Conduct organizational assessments of each hub	<ul style="list-style-type: none"> • Complete organizational case study of SERVIR-Mesoamerica within CATHALAC, SERVIR-E&SA within RCMRD, and SERVIR-Himalaya within ICIMOD
Determine “market place” for SERVIR program and services through a market analysis/competitive landscape report	<ul style="list-style-type: none"> • USAID market analysis for RCMRD • USAID market analysis for ICIMOD
Product/service cost analysis report and cost recovery strategy	<ul style="list-style-type: none"> • Cost analysis of select SERVIR products for both hubs and develop costing tools
Produce a sustainability plan for each regional SERVIR program Hub	<ul style="list-style-type: none"> • Sustainability Plan for SERVIR-E&SA, based on USAID market analysis • Sustainability Plan for SERVIR-Himalaya, developed by ICIMOD-based firm.
Develop hub capacities to implement sustainability plans (including non-profit management, grant management, etc.)	<ul style="list-style-type: none"> • Business development and pricing tools, as requested by hub leadership • Facilitation of key meetings (i.e. to socialize sustainability efforts, integrate sustainability plan, etc.) as requested by hub leadership
Targeted marketing campaigns	<ul style="list-style-type: none"> • Included in sustainability plan

TASK 5: ASSIST USAID REGIONAL MISSIONS WITH NEW SERVIR PROGRAM HUB

The purpose of Task 5 is to provide surge capacity and support to USAID Washington and USAID Mission-level efforts as they work to establish new SERVIR Program hubs in the Lower Mekong, West Africa, and potentially Central Asia or other regions over the coming years. Specifically in PY3, the Demand Team will collaborate with RDMA to support the launch of the SERVIR-Mekong hub, including developing and facilitating the first SERVIR Hub Technical Capacity Self-Assessment. If requested by USAID, the Demand team may also help SERVIR explore possible models for serving the Latin America region. Via Subtask 5.3, the Demand Team may engage in establishing an M&E framework and onboarding of future hubs.

Task 5 includes the following Subtasks:

- Subtask 5.1: Develop SERVIR Hub Institutional Technical Capacity Self-Assessment
- Subtask 5.2: Support to Launch of SERVIR-Mekong Hub
- Subtask 5.3: Conduct Geospatial Capacity Assessments

In order to achieve **Subtask 5.1 Develop SERVIR Hub Institutional Technical Capacity Self-Assessment**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Refine SERVIR Results Framework to more accurately capture intended program results and objectives, in collaboration with USAID and NASA
- Establish functional areas for SERVIR Program hubs
- Develop instrument to measure the necessary SERVIR functions and coordinate as necessary with SERVIR leadership to finalize the instrument
- Pilot instrument to generate additional feedback

In order to achieve **Subtask 5.2 Support to Launch the SERVIR-Mekong Hub**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Implement SERVIR Institutional Capacity Self-Assessment at SERVIR-Mekong
- Attend launch events as required for SERVIR-Mekong
- Customize and implement UED for SERVIR-Mekong
- Include SERVIR-Mekong in stage-gated implementation of UED, including model office walkthroughs, piloting, training, and documentation
- Provide TA and training in user engagement, communications, M&E, and sustainability, as required by SERVIR-Mekong work plan

In order to achieve **Subtask 5.3 Conduct Geospatial Capacity Assessments**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Support USAID, as required, in further Geospatial Capacity Assessments for new hub regions
- Provide advisory support on possible hub partnership and expansion models, potentially focusing on Latin America.

TASK 6: GRANTS UNDER CONTRACT PROGRAM

The Grants under Contract Program is intended to broadly support SERVIR objectives and add value to the overall SERVIR Program network. While Task 6 is taking on a different shape in each hub region, grants under the Demand Activity are expected to support outreach efforts and raise the visibility of SERVIR, develop opportunistic partnerships with a broader range of institutions, and test innovative ideas from outside of the SERVIR network (including new applications of existing tools).

Task 6 includes the following Subtasks:

- Subtask 6.1: Launch the fund and manage the selection process
- Subtask 6.2: Grantee oversight and hub capacity building
- Subtask 6.3: Conduct workshops to facilitate knowledge transfer between grantees, hubs, and relevant stakeholders
- Subtask 6.4: Compile and collect data layers, decision-support products, and other innovative mapping tools generated from grants and submit to NASA CO for integration into SERVIR's web-based platform
- Subtask 6.5: Dissemination of small grant success stories.

In order to achieve **Subtask 6.1 Launch the fund and manage the selection process**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Recruit and hire Grants Management consultant to support SERVIR-E&SA through the life of the project
- Finalize grant agreements for SERVIR-E&SA.

In order to achieve **Subtask 6.2 Grantee oversight and hub capacity building**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Build capacity in the hubs to manage and monitor grants
- Incorporate evaluation and learning into the grant process
- Conduct oversight visits to each grantee, in collaboration with Demand team, hub staff and NASA CO staff.

In order to achieve **Subtask 6.3 Conduct workshops to facilitate knowledge transfer between grantees**, hubs, and relevant stakeholders, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Promote exchange/communities of practice among grantees with similar thematic or application approaches
- Conduct small grant final symposiums with all grantees, NASA, and USAID (TBD global or regional).

In order to achieve **Subtask 6.4 Compile and collect data layers, decision-support products, and other innovative mapping tools generated from grants and submit to NASA CO for integration into SERVIR's web-based platform**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Identify grant-developed data layers, tools and products to integrate into platform
- Work with NASA CO and web developers on how to best incorporate grants outputs
- Develop strategy on how these new products will be promoted/highlighted to SERVIR audiences

- Compile and integrate grant outputs/deliverables into the SERVIR Geoportal, and/or hub-specific portals

In order to achieve **Subtask 6.5 Disseminate small grant success stories**, the team will conduct the following activities (sub-activities, timing, and resources required are included in Annex B):

- Identify grantees and/or grant proposals that have high “story telling” potential
- Gather information about the grantees (interviews, photos, highlights, video footage) during project implementation phase
- Develop and disseminate USAID-branded success stories of the small grants program.

TASK 7: PROGRAM MANAGEMENT

Delivering SERVIR Demand Activity results across a wide geographic area, with a diverse group of interagency and international partners, and in a resource-efficient manner, requires a well-organized, flexible, and results-focused approach. Throughout the implementation of the project, Demand team members engaged in frequent travel to and communication with hubs, ongoing engagement and consultation with USAID, countless in-person and virtual meetings with NASA CO, and engagement of DAI corporate staff as a means to planning and implementing the most effective and relevant program possible.

Task 7 includes the following ongoing Subtasks to ensure quality programmatic management:

- Subtask 7.1: Program Administration and Subcontractor Management
- Subtask 7.2: Partner Coordination
- Subtask 7.3: Monitoring and Evaluation

In order to achieve **Subtask 7.1 Program Administration and Subcontractor Management**, the team will conduct the following activities:

- Ongoing dialogue with USAID to ensure effective program implementation
- Conduct internal quarterly program review (QPR) meetings with DAI Home Office
- Ongoing dialogue with SERVIR-Himalaya and SERVIR-E&SA staff to ensure smooth administration and quality technical execution of Demand subcontracts
- Implement closedown procedures with DAI Home Office, including closedown activities with Demand subcontracts (i.e. RCMRD, ICIMOD, TRG, and SpatialDev).

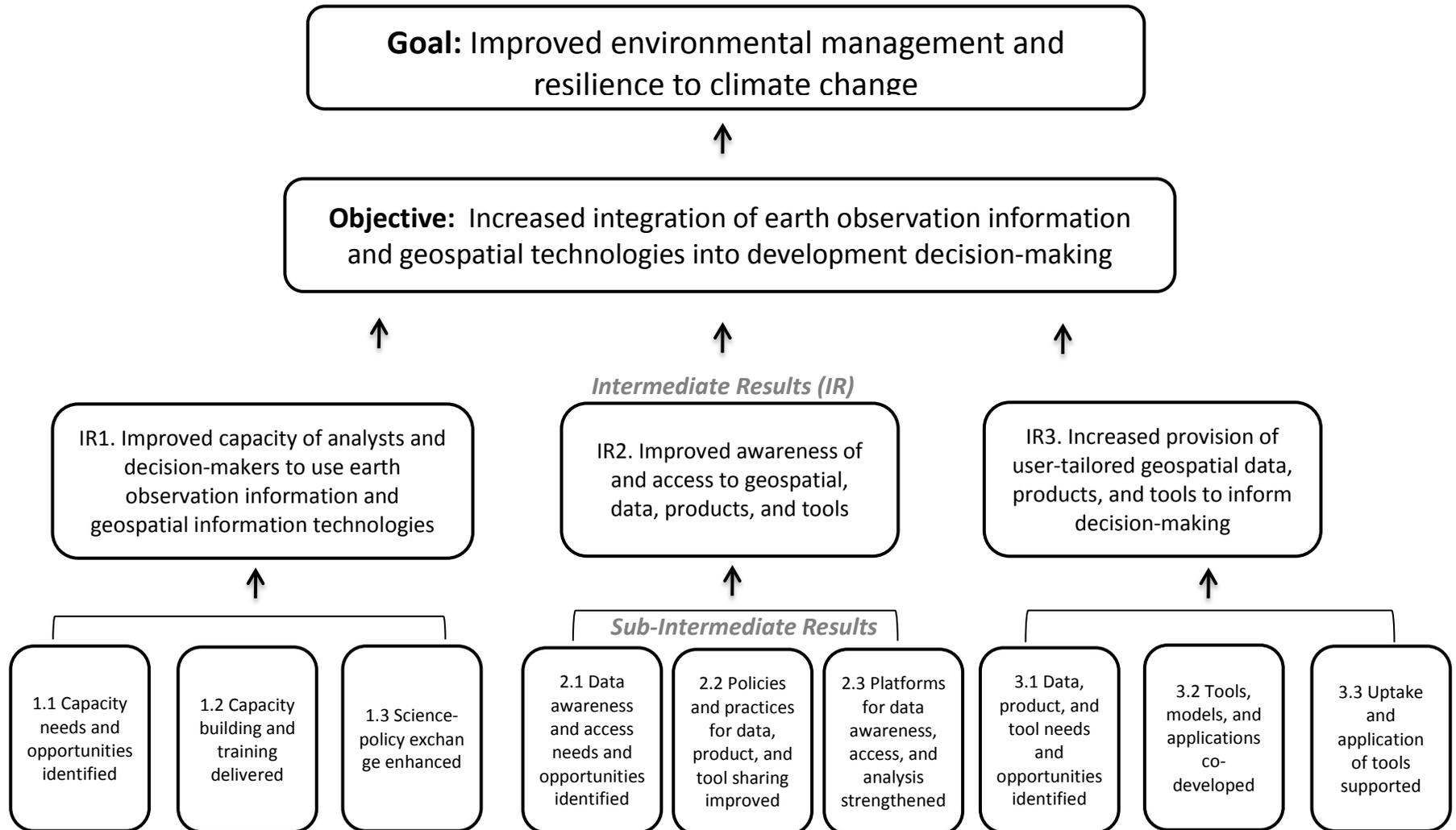
In order to achieve **Subtask 7.2 Partner Coordination**, the team will conduct the following activities:

- Support USAID and NASA in external representation of SERVIR to USAID missions and other stakeholders
- Comprehensive coordination with NASA CO (and NASA HQ, when applicable)
- Coordination on shared tasks with NASA CO
- Participation in monthly review meetings with Gwen Artis and hub staff
- Participation in weekly coordination meetings with NASA CO, NASA HQ, and USAID-Washington
- Ongoing dialogue with RDMA and SERVIR-Mekong to support the launch and work-planning process.

In order to achieve **Subtask 7.3 Monitoring and Evaluation**, the team will conduct the following activities:

- Coordination with USAID and NASA CO to develop and launch the SERVIR Program monitoring system
- Revise and resubmit Demand PMP to reflect additional Demand-specific indicators and Program-level M&E activities
- Produce and distribute PY3 Semi-Annual Progress Report
- Produce and distribute SERVIR Demand Activity Final Report.

ANNEX A: RESULTS FRAMEWORK



ANNEX B: WORK PLAN TIMELINE

Tasks/Subtasks	PY2	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Jul-14	Aug-14	Sept-14	Oct-15	Relevant Output	Contractual Deliverable?
TASK 1: INCREASE DEMAND FOR SERVIR PROGRAM TOOLS AND SERVICES																
Subtask 1.1: Document current users to gain understanding of opportunities for growth																
A. Develop Global and Hub Level Product Catalogues																
Develop and handover SERVIR-E&SA product catalogue for SERVIR-ESA and RCMRD products and services	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	SERVIR-E&SA Product Catalogue completed and launched	Yes
Provide initial training on maintenance and implementation of catalogue at RCMRD																
Coordinate with SERVIR-Himalaya to link products and services from Mountain GeoPortal to SERVIR catalogue															Linked SERVIR Global catalogue with ICIMOD Mountain Geoportal	Yes
Provide ongoing maintenance and enhancements to global site as required, including updates to include new content																
Coordinate with NASA and USAID to establish Product Catalogue transition and maintenance plan																
B. Develop Case Studies of Two SERVIR Projects																
Develop in-depth case study on the Forest Fire Monitoring and Alert System (FFMAS) for SERVIR-Himalaya	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Final report	
Conduct webinar to present results from FFMAS case study															Presentation	Yes

Tasks/Subtasks	PY2	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Jul-14	Aug-14	Sept-14	Oct-15	Relevant Output	Contractual Deliverable?

Subtask 1.2: Expand the Landscape of Users by Engaging Potential Users and Increasing Linkages with Current Users

A. Design, Develop, and Implement a User Engagement Database (UED)

Conduct requirements analysis for SERVIR-ESA	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Conduct requirements analysis for SERVIR-Himalaya																
Presentation (via webinar(s)) that compares the best potential solutions for all actors and stakeholders																
Develop and issue RFPs for UED vendors															RFP issued; Vendor selected	
Stage-gated implementation of UED, including model office walkthroughs, piloting, training, and documentation																
Global CRM aggregator developed															Global CRM launched	Yes
UED completed at three hubs including installation, linking to complementary processes, trainings, and global aggregation															Database launched in hubs	Yes

B. Provide technical Assistance to Integrate User Engagement Tools and Practice

Collaborate with SERVIR-E&SA team to integrate user engagement approaches in tool development and practice	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Collaborate with SERVIR-Himalaya to document and share user engagement approach among SERVIR network															SERVIR Himalaya user engagement guide, to be included in Guidebook	
Collaborate with NASA on PDD definitions and product life cycle to strengthen elements of user engagement, theory of change, and other evaluation practices															PDD to be included in Guidebook	

Subtask 1.3: Share Lessons Learned on User Engagement

A. Facilitate SERVIR Global User Engagement Workshop

Work with relevant SERVIR stakeholders to define and document SERVIR's approach to user engagement	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Facilitate internal workshop with participation from hubs, NASA, USAID, and Demand on to establish/formalize															Workshop, established approach for SERVIR user	

Tasks/Subtasks	PY2	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Jul-14	Aug-14	Sept-14	Oct-15	Relevant Output	Contractual Deliverable?
SERVIR's user engagement approach (including tools and methodologies)															engagement	

B. Provide Support to SERVIR-Himalaya to Operationalize Use of Science Applications in Selected National Institutions or Other User Groups

Establish a capacity-building approach to include component of "last mile" embedded capacity building (i.e. SERVIR staff do on-site trainings at a specific ministry)	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Identify specific ministries and users (i.e. primary users) where on-site training and mentoring would increase use of SERVIR products and services both at the technical level and for decision-making																
Develop and share "best practices" document															Best practices document in in-depth user engagement	

C. SERVIR Forum (this activity is currently TBD)

Develop concept for a DC-based knowledge sharing forum, in collaboration with relevant USAID staff	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Confirm forum concept, approach, and dates with USAID leadership																
Conduct DC-based event															Event conducted, final report	

Subtask 1.4: Develop and Launch SERVIR Geoportal

Requirements gathering conducted with USAID and NASA	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Final Workplan and Schedule completed and distributed																
Develop design for Global Geoportal interface and data flow																
Technical architecture and development schedule (i.e. "sprint schedule") established															Data schema, technical framework, and sprint schedule delivered	
Develop application through sprints and multiple iterations															V1 release due 3/20/2015; v2 release due 5/1/2015; Scheduled launch 6/5/2015	
User Application Testing																
Coordinate with NASA and USAID to establish																

Tasks/Subtasks	PY2	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Jul-14	Aug-14	Sept-14	Oct-15	Relevant Output	Contractual Deliverable?
Geoportal transition and maintenance plan																
Subtask 1.5 Promote SERVIR Global Knowledge Management																
Develop and launch SERVIR web-based guidebook	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Web-based guidebook	
Ensure tools, templates, guides, etc. from all Tasks are included in guidebook																
Share SERVIR guidebook with partners, including training on use and updating																
Develop plan for document storage for SERVIR Demand support																
TASK 2: ASSESS IMPACT OF SERVIR PRODUCTS TO ADDRESS CLIMATE CHANGE																
Subtask 2.1: Evaluate Select SERVIR Program Projects																
Conduct evaluability assessment of GHG Project at SERVIR-ESA	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Evaluability assessment report	
Develop methodology for evaluating GHG Project																
Collect data in E&SA region for evaluation																
Subtask 2.2: Report on Findings																
Deliver evaluation report on Land Cover Mapping Activity and present results (via webinar)	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Land Cover Mapping Evaluation Report and presentation	Yes
Deliver evaluation report on GHG Project and present results (via webinar)															GHG Evaluation Report and presentation	Yes
Subtask 2.3: Develop and Implement SERVIR Project Monitoring System																
Develop SERVIR Global Monitoring System, including data collection tools to standardize indicator monitoring of SERVIR activities	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Data collection tools and templates	
Launch monitoring system and train relevant stakeholders															Trainings	
Deliver SERVIR M&E toolkit, which includes tools from monitoring system as well as sample methodologies for assessing the adoption and impact of selected SERVIR															SERVIR M&E toolkit	

Tasks/Subtasks	PY2	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Jul-14	Aug-14	Sept-14	Oct-15	Relevant Output	Contractual Deliverable?
program products and services that are meant to address climate change adaptation and sustainable landscapes																
Train relevant stakeholders on M&E toolkit															Trainings	
TASK 3: DEVELOP AND IMPLEMENT A SERVIR PROGRAM COMMUNICATIONS STRATEGY																
Subtask 3.1: Develop a Global SERVIR Program Outreach and Communication Strategy																
Revisit and update overall SERVIR global strategy to reflect new hub requirements, if necessary	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Updated Communications Strategy (as needed)	
Subtask 3.2: Support SERVIR Global Communications Efforts																
Develop SERVIR Global marketing “kits” and standard briefing packages to support event participation and marketing															SERVIR Global banners and print materials	
Produce 3 issues of SERVIR online newsletter															3 newsletter issues	
Produce up to 7 SERVIR success stories															7 SERVIR success stories	
Produce product-specific brochures															Product-specific brochures	
In conjunction with Task 1, plan, market, and execute US-based knowledge sharing forum																
Work with Demand task leads to identify and support communication needs																
Ensure global SERVIR materials are disseminated to and used by hubs as needed																
Provide support to NASA as required on SERVIR global website development																
Subtask 3.3: Strengthen Hub-Level Capacity in SERVIR Outreach and Communications																
Strengthen outreach and communication on up to 4 events/activities which promote SERVIR-E&SA	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Execute and report on up to 4 events/activities which promote SERVIR-Himalaya																
Ensure hub-level outreach and communication elements reflect proper branding guidelines (including visualization components of existing products and applications)																

Tasks/Subtasks	PY2	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Jul-14	Aug-14	Sept-14	Oct-15	Relevant Output	Contractual Deliverable?
Produce updated hub-level marketing materials															Hub-level marketing materials	
Produce and disseminate hub-level success stories															Hub-specific success stories	
Compile lessons learned from communications efforts to strengthen SERVIR															Lessons learned document	
Support Product Catalogue updates																

TASK 4: DEVELOPMENT OF SERVIR PROGRAM SUSTAINABILITY PLANS

Subtask 4.1: Conduct Organizational Assessments of SERVIR Hubs

Complete organizational case study of SERVIR-E&SA	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Assessment report for SERVIR-E&SA	
Complete organizational case study of SERVIR-Himalaya															Assessment report for SERVIR-Himalaya	
Complete organizational case study of SERVIR-Mesoamerica within CATHALAC															Case study of SERVIR-Mesoamerica	
Webinar to share results of studies with SERVIR partners															Webinar of findings	
If requested, provide support to hubs to implement Institutional Technical Capacity Self-Assessment															TBD SERVIR Technical Capacity Self-Assessment of existing hubs	

Subtask 4.2: Provide TA to RCMRD and ICIMOD on USAID market capture

Conduct market analysis of donor opportunities for RCMRD and ICIMOD	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Market analysis reports	
TA to RCMRD to conduct an indirect cost rate analysis, in preparation of direct contract with USAID (TBD)																
Provide tools, training, mentoring on business development to relevant RCMRD staff (TBD)															Tools and trainings	Yes
Costing analysis of up to two SERVIR tools and projects at RCMRD															Cost analysis of SERVIR tools at RCMRD	Yes
Costing analysis of up to two SERVIR tools and projects at ICIMOD															Cost analysis of SERVIR tools at ICIMOD	Yes

Tasks/Subtasks	PY2	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Jul-14	Aug-14	Sept-14	Oct-15	Relevant Output	Contractual Deliverable?
Subtask 4.3: Develop Hub Sustainability Plans																
Based on USAID market analysis, develop Sustainability Plan for SERVIR-E&SA	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Sustainability Plan for SERVIR-E&SA	Yes
Hire ICIMOD-based firm to develop Sustainability Plan for SERVIR-Himalaya															Sustainability Plan for SERVIR-Himalaya	Yes
Support the design and facilitation of key meetings to implement and/or integrate the Sustainability Plans into the host institution, as required																
TASK 5: ASSIST USAID REGIONAL MISSIONS WITH NEW SERVIR PROGRAM HUB																
Subtask 5.1: Develop SERVIR Hub Institutional Technical Capacity Self-Assessment Instrument																
Refine SERVIR Results Framework to more accurately capture intended program results and objectives	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Establish functional areas for SERVIR Program hubs																
Develop instrument to measure the necessary SERVIR functions and coordinate as necessary with SERVIR leadership to finalize the instrument															SERVIR Hub Institutional Technical Capacity Self-Assessment approach and instrument	
Pilot instrument to generate additional feedback																
Subtask 5.2: Support to Launch of SERVIR-Mekong Hub																
Implement capacity assessment at SERVIR-Mekong	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	SERVIR-Mekong Capacity Self-assessment	
Attend launch events as required for SERVIR-Mekong															TBD	
Customize UED for SERVIR-Mekong																
Include SERVIR-Mekong in stage-gated implementation of UED, including model office walkthroughs, piloting, training, and documentation																
Provide TA and training in user engagement, communications, M&E, and sustainability, as required by SERVIR-Mekong work plan																

Tasks/Subtasks	PY2	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Jul-14	Aug-14	Sept-14	Oct-15	Relevant Output	Contractual Deliverable?
Subtask 5.3: Conduct Geospatial Capacity Assessments																
Support USAID, as required, to conduct further Geospatial Capacity Assessment for new hub regions (TBD)	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	TBD	Yes
Provide advisory support on possible hub partnership and expansion models, e.g., scenarios for SERVIR efforts in Latin America															TBD	
TASK 6: GRANTS UNDER CONTRACT PROGRAM																
Subtask 6.1: Launch the Fund and Manage the Selection Process																
Recruit and hire Grants Management consultant to support SERVIR-E&SA through the life of the project	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O	Full-time Grants Manager Independent Consultant	
Finalize grant agreements for SERVIR-E&SA SGP															Fully executed small grant agreements	Yes
Subtask 6.2: Grantee Oversight and Hub Capacity Building																
Build capacity in the hubs to manage and monitor grants	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Incorporate evaluation and learning into the grant process															Final Report for Grant Program	
Conduct oversight visits to each grantee															Site visit reports	
Subtask 6.3: Conduct Workshops to Facilitate Knowledge Transfer between Grantees, Hubs, and Relevant Stakeholders																
Promote exchange among grantees with similar thematic or application approaches	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Conduct small grant final symposium with all grantees, NASA, and USAID															Up to one completed Workshop(s) in each region	Yes
Subtask 6.4: Compile and Collect Data Layers, Decision-Support Products, and Other Innovative Mapping Tools Generated from Grants for Integration into SERVIR's Web-Based Platform																
Identify grant-developed data layers, tools and products to integrate into platform	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Work with NASA CO and web developers on how to best incorporate grants products																

Tasks/Subtasks	PY2	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Jul-14	Aug-14	Sept-14	Oct-15	Relevant Output	Contractual Deliverable?
Develop plan on how these new products will be promoted/highlighted to SERVIR audiences																
Compile and integrate grant outputs/deliverables into the web-based geospatial platform															Integration into web-based platform	Yes
Subtask 6.5: Dissemination of Small Grant Success Stories																
Identify grantees that have high “story telling” potential	PY2	O	N	D	J	F	M	A	M	J	J	A	S	O		
Gather information about the grantee (interviews, photos, highlights, video footage) during project implementation phase																
Develop and disseminate up to 5 USAID-branded success stories of the small grants program.															Small Grant success stories developed and disseminated	