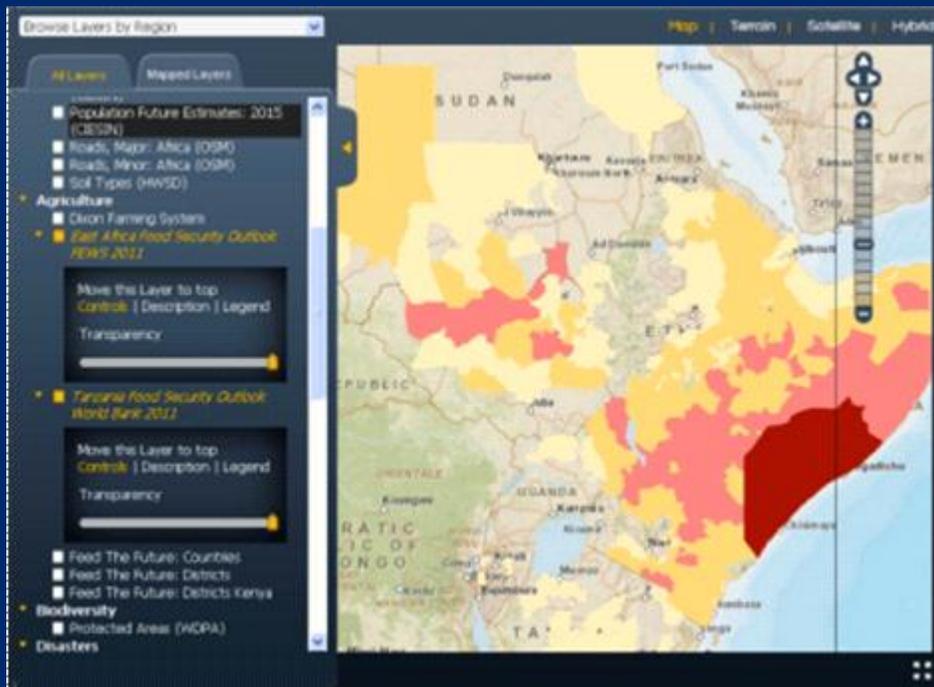




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THE SERVIR PROGRAM DEMAND:
CULTIVATING USE OF BETTER INFORMATION ACTIVITY

ANNUAL WORK PLAN PROGRAM YEAR ONE



SERVIR  **GLOBAL**

The Regional Visualization and Monitoring System

NOVEMBER 2012

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Mapping food security in the Horn of Africa in SERVIR's interactive web-mapper.

THE SERVIR PROGRAM DEMAND:
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ANNUAL WORK PLAN PROGRAM YEAR ONE

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LIST OF ABBREVIATIONS AND ACRONYMS

The following is a list of abbreviations and acronyms commonly used in this report and on the project as a whole.

APS	Annual Program Statement
CATHALAC	Water Center for the Humid Tropics of Latin America and the Caribbean
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CCIM	DAI Climate Change Impact Matrix
DEM	Digital Elevation Models
EO	Earth Observation
FY	Fiscal Year
GCC	Global Climate Change
GCCI	USAID's Global Climate Change Initiative
GEO	Intergovernmental Group on Earth Observations
GEOSS	Global Earth Observation System of Systems
IR	Intermediate Results
ICIMOD	International Centre for Integrated Mountain Development
LOP	Life of Project
M&E	Monitoring and Evaluation
NASA	National Aeronautics Space Administration
NASA CO	NASA Coordination Office
NOAA	National Oceanic and Atmospheric Administration
PMP	Performance Monitoring Plan
PY	Program Year
RCMRD	Regional Centre for Mapping of Resources for Development
RFA	Request for Application
SOW	Statement of Work
TRG	Training Resources Group
USAID	United States Agency for International Development
USGEO	United States Group on Earth Observations

I. INTRODUCTION

OVERVIEW OF SERVIR DEMAND

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 development decision-making. More specifically, the SERVIR Program, which is a Spanish acronym for "regional visualization and monitoring system," partners with regional institutions in Kenya and Nepal (known as "hubs") and local and international scientists to develop decision-support products and trainings, and provides a web-based geospatial platform for sharing, integrating, and mapping different kinds of information from various sources. These regional hubs and the web-based platform provide access to satellite imagery, geospatial data, and mapping applications related to a diverse array of climate and other environmental information.

The objective of the DAI "SERVIR Program Demand: Cultivating Use of Better Information" Activity (hereafter referred to as "SERVIR Demand" or the "Activity") is to help USAID cultivate the use of better information for development decision-making. This is done by strengthening capacity to use, and demand for the supply of, geospatial tools and decision support applications offered by the SERVIR Program. 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

Guiding this Activity will be the **SERVIR Results Framework** (Annex A), which maps the activities, outcomes, and results required to achieve SERVIR's goal of improved environmental management and resilience to climate change. The SERVIR Demand Team will focus on the demand-related intermediate results (IR) noted in the framework (IR1 and IR3), and the associated sub-intermediate results and indicative activities/projects. The second intermediate result (IR2), i.e., the supply of SERVIR products and services, is provided by NASA, and focuses 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 region. All three of the intermediate results however, are crucial to achieving SERVIR's objective of strengthening the capacity of governments and other key stakeholders to integrate Earth observation information and geospatial technologies into development decision-making.

KEY FEATURES OF PROGRAM YEAR ONE

A major focus of the first seven months of the SERVIR Demand Team's Program Year One (PY1) activities will be on conducting initial assessments of the SERVIR Program and initiating consultations with the NASA SERVIR Program Coordination Office and hub staff. While this work is explicitly encapsulated in subtask 1.1, each task has an initial assessment-related element that is foundational to the subsequent activities outlined in this document, as noted in the Activity Timeline that details the activities of PY1 in Annex B.

This work plan has been informed by our initial engagements with SERVIR hub staff at the SERVIR Summit in October 2012. At the Summit, the Demand Team presented its "SERVIR demand service areas" to hub officials and other SERVIR partners. These service areas include user engagement, outreach and communications, impact assessment, sustainability and innovation grants. The Summit allowed for initial discussion with hub officials about what services they most want to pursue for their region, but further discussions about this will happen before and during initial visits to each hub institution early in 2013. These engagements may require updates to the work plan, in coordination with the Contracting Officer's Representative (COR).

PURPOSE, STRUCTURE AND ASSUMPTIONS OF WORK PLAN

The work plan presented in this document was designed to achieve concrete outcomes in its short-term contract life of two years. The PY1 work plan provides an overall implementation plan for the first 15 months of the SERVIR Demand Activity, introducing the approach and timing of each respective task. Once approved by USAID, the work plan will guide the SERVIR Demand Team's implementation by providing a starting point for each task. Recognizing the information limitations inherent in any planning document written prior to the first hand experience, however, the SERVIR Demand Team will supplement the descriptions presented herein with more detailed, task-level concept papers, where requested. We anticipate these concept papers will help to inform and refine the work plan beyond the startup phase of implementation.

Chapter 1 provides a brief introduction to the Demand Activity. Chapter 2 covers the implementation of the tasks and timing of activities. The work plan is organized around three levels of interventions: task, subtask, and activity. The tasks are defined in the Activity's statement of work (SOW), while the subtasks are important sub-sets of that work, tracking to the deliverables defined in the Activity's SOW. Additional sub-tasks were identified in a meeting with USAID on November 1, 2012. The sub-tasks and applicable deliverables are also included in this work plan. Activities are intended to be concrete actions that will lead directly to completion of subtasks and deliverables.

Chapter 3 describes the systems and processes in place to support the management of the program. Annex B includes a roadmap of activities, highlighting the timing of specific tasks, sub-tasks and activities. The location of each activity will be further specified following more in-depth dialogue with each hub on their demand service areas.

This document is intended as the SERVIR Demand Activity work plan for PY1, defined as July 10, 2012 through September 30, 2013. It was agreed in a discussion with the COR on August 17, 2012, that an initial 15 month work plan would be the best way to align indicator reporting with the government fiscal year. In the timeline sections of the work plan, references to quarters refer to quarters of FY 2013,

starting October 1, 2012. The first quarter of the Demand program operations will be referred to as Q(-1), the second as Q1, and the third as Q2, so as to align with the government fiscal year. The table below shows the calendar period for each quarter.

Quarter	Calendar period
Q(-1)	July 10 - September 30, 2012
Q1	October 1 - December 31, 2012
Q2	January 1 - March 31, 2013
Q3	April 1 - June 30, 2013
Q4	July 1 - September 30, 2013

This timely execution of the activities within this work plan is dependent on external factors such as:

- The extent to which hub priorities align with the tasks and activities presented, and
- Clear and effective coordination and communication between USAID and NASA, as well as other SERVIR partners.

The Demand team has begun to take concrete steps to open clear communications channels with NASA and the hubs, in close coordination with USAID, which we believe is crucial to success. The Demand team looks forward to working closely with each SERVIR stakeholder on an ongoing basis to facilitate continued open communications and collaboration to minimize challenges that could delay execution of the activities under this task order.

THE SERVIR DEMAND ACTIVITY TEAM

The SERVIR Demand Activity Team is comprised of six full-time professionals from DAI, working in partnership with subcontractors Spatial Development International (SpatialDev), Training Resources Group (TRG) and a pool of qualified short-term technical assistance (STTA) professionals from DAI to support the Activity, where required.

Renée Leduc Clarke of DAI is the team’s Chief of Party (COP). Renée has 15 years of experience in international development, with ten of them focused on applying Earth observations to enhance environmental decision-making in developing countries. She is a former policy advisor to the Administrator of the National Oceanic and Atmospheric Administration (NOAA) on satellite and Earth observation policy, with experience working with NASA and other agencies both in the U.S. and abroad on capacity building, user outreach, and strategic communications. She will lead the overall management of the SERVIR Demand Activity.

Carmen Tedesco of DAI is Senior Specialist for Program Demand. Carmen has more than 10 years of experience as a geographer, specializing in human-environmental relationships, geospatial technologies, and climate change. Previously she served as a spatial planner with the Environment and Energy sector at DAI, developing spatial plans for projects and co-managing the USAID Capitalizing Knowledge, Connecting Communities online community of practice for natural resource practitioners, where she worked to build user-engagement for the global site. She has experience building organizational GIS initiatives, and building internal capacity and support for geospatial thinking. Carmen will lead the design and implementation of Task 1 of the SERVIR Demand Activity.

Noemi Danao-Schroeder of DAI is the Senior Lead for Impact Evaluation and Sustainability. Noemi has over 20 years of international development experience, with extensive involvement in organizational development and change management, project evaluation, and fundraising through grants, competitive tendering, and fee-for-service activities. She is skilled at leading and working

with organizations to become financially and organizationally effective, and is adept at identifying and working with diverse stakeholders. Noemi will lead the design and implementation of Tasks 2 and 4.

Stacy Whittle of DAI is the Senior Lead for Communications. Stacy has over 15 years of experience, including nine years in international development, strategic communications, public outreach, and information management. She is highly adept at developing relationships with the private sector, universities, government entities, and civil society organizations to help manage and market their information. Stacy will lead the design and implementation of Task 3.

Shannon Sarbo of DAI is Senior Lead for Operations, Grants Management, and Monitoring and Evaluation. Shannon has over 6 years of experience as a development specialist managing and delivering on USAID projects. She served as a Market Development Specialist and Capacity Development Manager for DAI's six international subsidiaries and in that role, led strategic market development, knowledge management, capacity development, and internal communications for the global DAI network. Shannon will work closely with the COP in managing the overall operations of the Activity, as well as designing and leading Task 6.

Manuela Rayner of DAI is Geospatial Specialist. Manuela has over 10 years of experience as a GIS and Remote Sensing Analyst in the international development realm. In her previous role at DAI she developed expertise in training field staff across the world on GIS and GPS data collection techniques for project implementation. She also worked across all of DAI's sectors to provide geospatial solutions for a number of USAID projects. Manuela will assist with the design and implementation of Task 1, providing technical expertise and capacity building to engage new user communities. She will also assist with Task 2 to better understand SERVIR's program impacts related to climate change.

SpatialDev will provide support to the Demand Activity. A leading developer of cutting-edge spatial applications, SpatialDev brings expertise in design, development, and launch of geospatial products and services in support of international development. SpatialDev is currently working with USAID and NASA to build capacity, develop interactive tools, and design the data architecture for the SERVIR Program hubs.

TRG will provide support to the Demand Activity. A highly skilled organizational development firm recognized for effective services in facilitation, team strengthening, and stakeholder involvement, TRG will assist with design and implementation of methodology for stakeholder consultations (Task 1) and facilitate key workshops and trainings (all tasks).

STTA Professionals from DAI will also provide support to the Demand Activity. This pool of consultants will play an important role in implementing the program—both within the U.S. and in the hub regions--under the close management and oversight of the core members of the SERVIR Demand Team. This type of surge capacity will be especially relevant in regard to the establishment of new hubs.

2. TASK IMPLEMENTATION

TASK I: INCREASE DEMAND FOR SERVIR PROGRAM TOOLS AND SERVICES

Task I 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 I will result in a thorough understanding of the existing user base and a strategy to extend the depth and reach of that user base. It will also gauge the current capacity of the hubs, and begin to increase the capacity of staff to both engage and attract new users over the longer term.

The primary work of Task I contributes to the IRI of the SERVIR Results Framework by specially engaging users to define needs and opportunities (Sub-IR 1.1) and building capacity in both the hubs (Sub-IR 3.1) and in users (1.2) (Sub-IR 1.2). The activities under this task will also help contribute to NASA's product lifecycle development and contribute to better understanding existing demand for SERVIR's current products and services.

Prior to commencing any activities under this task, the SERVIR Demand Team will build relationships with the hubs and identify key hub staff members to serve as task counterparts to work on key activities.

Task manager: Carmen Tedesco, in close coordination with Manuela Rayner

Expected deliverables for the life of the project (LOP):

- Documentation of existing user base, including the development of user profiles to capture the suite of SERVIR users;
- Consultations in each SERVIR region to bridge understanding between scientists and policymakers regarding Earth observation (EO) and remote sensing information, climate change, and SERVIR support tools and services;
- Presentation of results to USAID SERVIR management team, NASA SERVIR CO, and the SERVIR hub staff;
- Analysis of how SERVIR can expand its user landscape, including a market survey of potential SERVIR new program users;
- A User Engagement Guide to act as a reference for hubs in engaging current users and reaching out to new users.
- Technical assistance to integrate user engagement and market research into hub work plans and activities, staff training on best practices for user engagement and market research, and the establishment of a system in each hub for ensuring iterative stakeholder feedback on decision support tools and other products.

Timeframe: This task covers PY1 and PY2. Information gathering and analysis will be frontloaded mainly to Q(-1) through Q2. The market research and methodology development will likely begin in Q2, with capacity building of hub staff to begin in Q3 and extending into PY2. Mid-term reporting is projected for Q4.

Task I Increase Demand for SERVIR Program Tools and Services		Inputs	Timeline
Subtask 1.1	Document the existing user base	Interviews, in-person meetings, Skype calls, survey results	Q1-Q4
Subtask 1.2	Expand the landscape of users	User info generated in 1.1 and 1.2, feedback from USAID and NASA, research from marketing firm	Q3-Q4
Subtask 1.3	Develop user engagement guide	Market Survey tool and results, SOW	Q3-PY2
Subtask 1.4	Pilot user needs with applied science teams	AST work plans, user network lists, requirements	Q2-PY2
Subtask 1.5	Capacity building of hub staff to engage users and conduct market research	Results from 1.1-1.3, training module designs from TRG, previous hub work plans	PY2

The summary table below provides an overview of the specific subtasks related to this task, with more detailed information on subtask activities following.

Subtask 1.1 Document the existing user base

Understanding who your users are – including their institutional association, development objectives and the manner in which they utilize existing products and services – is crucial to building demand. Thus, as a first step towards building the demand for SERVIR products and services, the Demand Team will seek to clearly document the full spectrum of the existing user base, including users of the raw data available on the interactive web-mapper, users of geospatial analyses carried out by the hubs, and the users of custom-developed applications.

In terms of the overall approach to Subtask 1.1, it is clear from preliminary discussions with hub staff that considerable information already exists concerning the types of organizations and individuals that are already utilizing SERVIR products and services. The challenge, however, is that, in the absence of a central repository or catalogue, much of the information on the current user base remains fragmented. Therefore, the first step is to review the significant body of information and reports already prepared by the hubs as well as USAID and NASA. Following this review, in telephone/in person meetings and interviews with hub staff will then further inform the Demand Team about who the current users are under each respective institutional partner of the SERVIR Program. These interviews will also provide an opportunity to more fully understand the structure and human capacity of the hubs as well as their approaches to identifying, engaging, and providing training to current users.

Additionally, where necessary, the Demand Team will also engage current users of SERVIR products and services directly in order to develop a more robust and defined picture of the present user landscape. Such engagement may take the form of direct interviews during visits to the hub regions as well as web-based survey tools. As per NASA’s guidance, we anticipate these consultations will take place after the initial meetings at the SERVIR Summit in Huntsville, between 2012 and March 2013. Importantly, the Demand Team will need to work closely with hub staff to build on – and be respectful of – their relationships with local stakeholders when conducting consultations, avoiding the “survey fatigue” that

can accompany repeated assessments and lengthy questionnaires. Further, a strong understanding of the cultural and political foundations for these relationships will be important.

Whether by desk research or direct interviews, this knowledge gathering process will help USAID, NASA, and the hubs get a better sense of the full landscape of current users. Among the principle outputs of the subtask will be an analysis of the user landscape, generalized user profiles, and a comprehensive catalog of products and services. Ultimately, the documentation process will help to lay the groundwork for the further expansion of the SERVIR marketplace.

Specific activities for the work plan period under Subtask I.1 are presented below:

- A. Review existing user documentation and assessments. Each of the hubs as well as USAID and NASA already possess a body of documentation—however fragmented—on the spectrum of current SERVIR users. Thus, as a first step, the Demand Team will reach out to each of the respective SERVIR partners and collect all available reports, assessments, and surveys, with this information serving as the foundation for the user documentation process. Notably, this initial review will also include research into the preparatory and survey work that informed the recent redesign of the servirglobal.net website.
- B. Conduct internal interviews with SERVIR hub staff on current user base. Moving beyond the review of past literature, the Demand Team will then engage hub staff directly as a means to expand upon and supplement existing assessments and reports. Specifically, the team will conduct interviews of hub staff to confirm conclusions from the literature review and obtain a more in-depth understanding of each segment of the user landscape as well as the specific products and services offered by the hub. These interviews will also provide an opportunity to discuss ongoing work with specific users as well as learn about technical expertise of individual staff members. Although these were initiated with hub staff at the SERVIR Summit in October 2012, the Demand Team will build on these during in-country visits to the hubs during Jan – March 2013.
- C. Conduct external interviews with a cross-section of users and supporting stakeholders. Working closely with the hub staff, the Demand Team will conduct interviews and/or focus group discussions directly with a diverse set of current SERVIR users across each hub region. The interviews—which will be structured around a series of standard questions in coordination with the hubs—will likely focus on such topics as the policy applications of Earth observation information, the geospatial needs of the user, how SERVIR is meeting those needs through the provision of specific products and services, the manner in which those products and services have changed the decision-making processes, and any barriers encountered in the use of SERVIR tools and services. The information gathered here will then serve to directly inform the user profiles developed in the following activity.

The total number of user interviews will be determined in coordination with each SERVIR hub's management. Importantly, the Demand Team will also meet with the respective USAID missions as both a key supporting stakeholder and user of SERVIR services.

- D. Develop user profiles and supporting product catalogue. Utilizing the combination of the document review, internal interviews with hub staff, and external interviews/focus groups with users, the Demand Team will develop a series of in-depth profiles on the various types of existing users, providing concrete examples of the many organizations and people that are using SERVIR products and services. In conjunction with these profiles, the Demand Team will also summarize the existing suite of SERVIR products in the form of a supporting product catalogue.

- E. Synthesize and present results to USAID, NASA, and SERVIR hubs. Findings will be synthesized in a final report that provides a comprehensive description of the current user base, segmented both by region as well as by technical sector. The final report (which will include the user profiles and product catalog) will then be presented to USAID, NASA, and the hub staff through a mix of in-person and web-based meetings.

Anticipated outputs of Subtask 1.1 include knowledge gained about the hubs and potential stakeholders in the hub regions, a comprehensive description of the user base (including user profiles), a catalog of products and services, and a capstone presentation to USAID, NASA, and the hubs. More broadly, we expect Subtask 1.1 will begin to foster the development of a common understanding among SERVIR players as to what approaches have been used to engage users to date and where the program is heading.

Subtask 1.2: Expanding the landscape of users

The objective of Subtask 1.2 is to move beyond the existing user base and consider how SERVIR and each of the hubs can begin to expand the landscape of users, be it through the introduction of new geospatial tools or the application of existing products to new sectors. Central to our approach to this subtask will be to assist the SERVIR hubs in the implementation of systematic and objective “market research,” analyzing the types of governmental and nongovernmental organizations that could benefit from geospatial data, existing sources for such data, and the extent to which further data processing and visualization services may be of added value. In other words, rather than “leading with supply”, the research will assist each hub in considering plausible ways in which they may “respond to demand.” Such a reversal of approaches is critical to the long-term sustainability of each SERVIR hub and hosting institution.

Regarding the overall methodology, the SERVIR Demand Team will work collaboratively with each hub to develop a scope of work for the market research that builds from the hub institution’s existing medium-term development strategy. In other words, in order to be successful, the scope of the market research must be developed in concert with the hub institution’s broader planning framework¹. Once the Demand Team and the hub have agreed upon the overall geographic and technical scope of the research, we will then look for the most appropriate mechanism for supporting the hubs’ needs, whether it is a local market research firm, an international market research firm, or a team of consultants. Regardless of the mechanism, the Demand Team and the hub staff will be continually engaged in the process itself, working closely with the implementing partner to design an appropriate methodology and sampling technique as well as reviewing/approving deliverables at each stage of the process. Notably, as the market research progresses, the Demand Team will tap into USAID’s network of projects and partners to help expand the reach and depth of perspectives included in Subtask 1.2. Ultimately, the results of the market research will then feed directly into the hub’s overall sustainability plan under Task 4.

Specific activities for the work plan period under 1.2 are presented below:

- A. Review existing needs assessment / market research documentation. Similar to Task 1.1, the Demand Team will begin by reviewing any previous work conducted by the hubs that sought to define and delineate regional geospatial market needs. Where appropriate, the Demand Team will also reach out to USAID mission offices to ascertain whether the bilateral or regional missions have undertaken any such assessments or research independent of SERVIR.

¹ At the same time, the Demand Team also recognizes the need to incorporate USAID’s priority funding area of climate change, and will thus look for opportunities to incorporate pertinent topics into the scope of the research.

- B. Co-develop market research scope or concept paper with each SERVIR hub. In order to ensure that the market research fully aligns with each hub’s broader development strategy, the SERVIR Demand Team will work with hub management to draft a scope of work that includes: the technical focal areas of the research, the geographic areas that the research should emphasize (if any), the manner in which the research will inform/contribute to the hub institution’s development strategy, the implementation timeline, etc. As the scope of work is developed, the Demand Team will also solicit inputs from the pertinent USAID mission offices to ensure that the research builds upon USAID’s network of projects and partners.
- C. Engage implementing partner to conduct market research fieldwork with each hub. Given the desire to move well beyond the “rapid assessment” level of research, it is likely that the Demand Team will need to procure the services of a third party implementer that can take responsibility for the field work (which could extend for several months). Thus, we will work with each hub to determine the most appropriate mechanism, be it a local market research firm, an international market research firm, or a team of consultants. Depending on the mechanism, the Demand Team will take the lead on procuring the services in accordance with USAID regulations.
- D. Implement market assessment. Following the identification of the most appropriate implementing partner, the Demand Team and the hub will collectively manage the implementation phase, including reviewing and approving all technical deliverables. Notably, the methodology will be carefully researched and discussed with the implementing partner prior to the commencement of work, addressing issues such as guidance for a literature review, sampling methods, market segmentation, and data quality control.
- E. Synthesize and report. The Demand Team will compile the results from the market survey (which will include user market segments, level of use, and opportunities for potential users) and review the recommendations with the hub institution. Any further inputs external to the market research itself—such as from USAID/Washington, the Coordination Office, and USAID bilateral and regional mission offices—will also be incorporated into the results during this final activity.

Anticipated outputs of Subtask 1.2 include market research generated for each hub showing potential new user groups to target. This may also generate inputs to the SERVIR Handbook through a User Engagement Guide identified in sub-task 1.3.

Subtask 1.3: Develop User Engagement Guide

Fundamental to sustaining the work of the Demand Team beyond the timeline of the Activity will be documenting and disseminating the lessons learned in the field in terms of effectively engaging users and conducting systematic market research. Toward this end, Subtask 1.3 seeks to capture the experience gained under Subtasks 1.1 and 1.2 in the form of a comprehensive “User Engagement Guide.” With a particular focus on the climate change and landscape management sectors, the Guide will not only describe the experience of the hubs and Demand Team in engaging users and conducting market research, but will also provide a series of tools and templates for the use of the existing hubs as well as new hubs. Such tools may include, for example, sample scopes of work for implementing market research, approaches for conducting structured user interviews or focus groups, sample user requirements documents for new applications, or illustrative market strategies organized by institutional type (e.g. government agency, NGO, etc.) and technical discipline (such as water resources, urban management, or disaster response). Importantly, the Guide will be a “living document,” meaning that it will be able to be continually updated and expanded upon as more tools and templates become available.

In addition, it is intended that the Guide will be employed when establishing new hubs and can be refined further under Task 5.

- A. Compile lessons learned and best practices from documentation of the user base (Subtask 1.1) and the market research (Subtask 1.2). To begin, the Demand Team will review the lessons and best practices garnered from the user engagement efforts and market research conducted under the first two subtasks.
- B. Prepare draft User Engagement Guide. In close coordination with USAID and the Coordination Office, the Demand Team will prepare a draft of the User Engagement Guide, including preparing sample tools and templates.
- C. Obtain feedback on guide structure and content from SERVIR institutional stakeholders. Following the preparation of the initial draft, the Demand Team will request inputs from each SERVIR hub. Where possible, the Demand Team will test the templates developed with hub staff.
- D. Finalize User Engagement Guide and integrate into SERVIR Handbook. Once feedback is obtained, the Demand Team will finalize the guide, including any related tools and templates. Importantly, as part of the finalization process, the Demand Team will work with USAID and the NASA Coordination Office to integrate the User Engagement Guide into the proposed SERVIR Handbook. Ultimately, it is critical that the Guide be easily accessible in electronic format, such that hub staff can quickly download the tools and templates housed within the Guide.

The principle output anticipated from Subtask 1.3 is the User Engagement Guide, which will include the market research methodology.

Subtask 1.4 Pilot user needs with Applied Science Teams

The goal of a successful SERVIR program ultimately comes down to the alignment between the supply and demand sides of the program. Fundamental to successful user engagement is the feedback loop that exists between the needs of the users and how those needs influence the design of the supply – or products. In close consultation with the Coordination Office, the Demand Team will select one Applied Science Team (AST) project in each hub (ICIMOD and RCMRD) to delve deeper into the product development process. The team will engage with the two ASTs as they develop their user requirements, while also establishing user networks, facilitating an inclusive approach that encourages sound design, product uptake and field application. As the work with the two ASTs progresses, the Demand Team will also look for opportunities to share the results more broadly with the remaining science teams. Notably, in many ways, the work with the ASTs is expected to both build from and contribute to the User Engagement Guide under Subtask 1.3.

Specific Activities for the work plan period under 1.4 are presented below:

- A. Select two pilot ASTs in consultation with USAID, NASA, and the hubs. The Demand Team will work with SERVIR institutional stakeholders to review the respective technical focal points of the ASTs and the targeted user base to determine where the team can bring the greatest added value over.
- B. Set up working group with each AST. Once the two ASTs have been selected, the Demand Team will establish a working group that consists of dedicated members from the Demand Team, the science team, the Coordination Office, and the pertinent hub. The working group will

then establish objectives, supporting deliverables, and a regular teleconference schedule to facilitate ongoing communications.

- C. Supplement Product Definition Documentation (PDD). One of the first actions of the working group will be to review and, where possible, strengthen the gathering of critical baseline information alongside the product definition documentation to provide a strong foundation for user engagement planning.
- D. Develop and implement user engagement plan. The Demand Team will support the working group to develop a user engagement plan to reach out to the users targeted by the AST as well as to other potential users. The focus of the plan will be on understanding the unique needs of the targeted product users and incorporating these needs into the design and development of the proposed product. Implementation steps will depend upon the nature of each respective plan. These activities will be implemented in close coordination with activities in Task 3.
- E. Disseminate pilot results. To ensure the outreach and communication of this process across the ASTs and hubs more broadly, the Demand Team will share the approach and results at a SERVIR summit, webinar, or similar outreach event. These activities will be implemented in close coordination with activities in Task 3.

Anticipated outputs of Subtask 1.4 during PY1 include identification of the two ASTs, the establishment of the AST working groups, the strengthening of the product definition documentation, and a user engagement plan (for each AST) that serves as a model for how to successfully assess user requirements and needs. The actual implementation of the user engagement plan is not, however, expected to commence until PY2.

Subtask: 1.5: Capacity building of hub staff to engage users and conduct market research

The SERVIR Demand Team envisions the human capacity building of the SERVIR hub staff not as a separate, stand-alone effort, but rather as a crosscutting objective that is integrated into each task, subtask, and field activity that will take place throughout the course of the Activity. Thus, while we will implement more focused training activities under Subtask 1.5, capacity building will also take place throughout the aforementioned subtasks as the Demand Team and the hubs work collaboratively towards shared objectives. Importantly, the activities listed below are best viewed as a “menu” of capacity building options, with the selection of individual options ultimately driven by the needs of each hub. In this regard, as the Demand Team begins to work more closely with the respective hub institutions to, for example, define the existing use base and expanding the landscape of users, we will begin to identify specific training needs (note that this is also linked to Task 4). We will then work with the hubs to develop the most appropriate mix of targeted activities to help address these needs. Additionally, these training activities may also be extended to external SERVIR stakeholders where applicable.

The menu of potential capacity building activities for the work plan period under 1.5 is as follows:

- A. Conduct a user engagement workshop at the hubs for select hub staff based on outcomes from Subtask 1.1, 1.2, or 1.3, which will help identify new engagement strategies within the hub regions, includes defining the demand lifecycle process as a framework for discovery. The User Engagement Guide could also serve as a template for an experiential adult learning approach with the help of TRG. User engagement workshops will also be linked with Task 6 in supporting

the identification of potential partners for the Grants Program and Task 3 in conducting outreach events in the hub regions.

- B. Design and implement targeted training modules with the help of TRG, and based on institutional capacity gaps in good practices for user engagement and market research. The hubs have done external training, but the Demand Team will need to conduct research into what training has already happened internally, as well as what resources are available, and what is missing. An upfront assessment of the hubs will also gauge what staff needs are for training, and how to improve results across a variety of areas including: technical, project management, reporting and evaluation, grants management, and outreach and communication. Notably, these training modules could be delivered in an online environment or through instructor-led sessions. TRG will help in the design of training activities.
- C. Geospatial services study tours. One of the most effective ways to learn about approaches to customer engagement in information technology (IT) services is to interact directly with organizations steeped in the cultivation of new customers for IT and geospatial services. As such, where appropriate, the Demand Team will organize regional study tours to other providers of geospatial decision-making tools.
- D. Explore the development of an online community of practice for staff in all the hubs on the global level, allowing for coordination and exchange of best practices, with a particular focus on user outreach (linked with Task 3). This effort will be driven by the NASA Coordination Office's effort to begin regular staff exchanges between the hubs for capacity building and sharing of best practices.
- E. Develop ideas and plans for further longer-term inter-hub collaboration, or a broader collaboration that connects hub staff to the larger climate services and Earth observation communities, expanding on the SERVIR summit model.

Anticipated outputs of Subtask 1.5 will include series of targeted capacity building activities that is developed and based upon SERVIR hub needs.

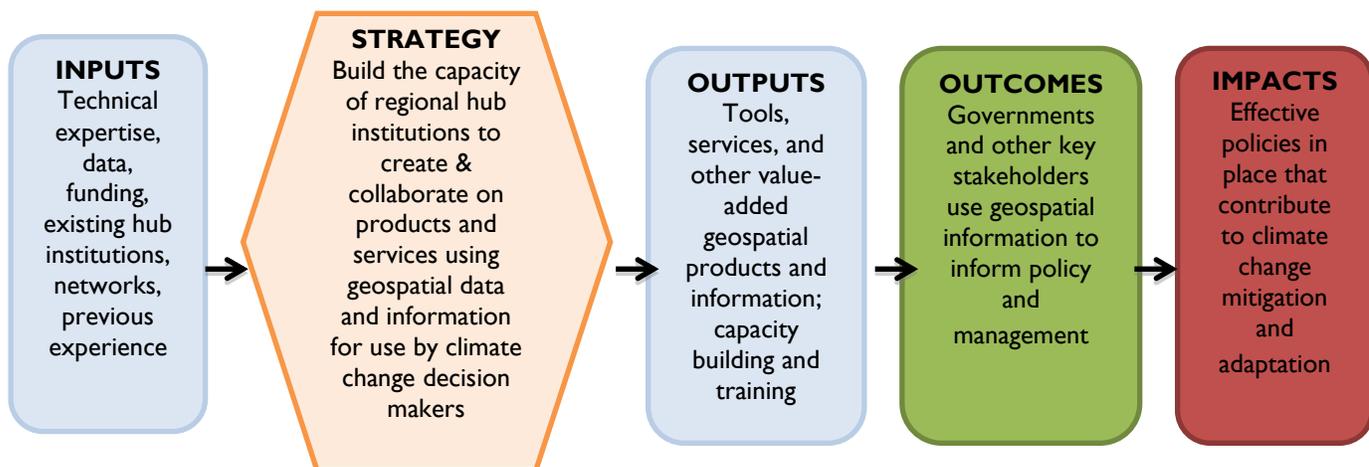
TASK 2: ASSESS IMPACT OF SERVIR PROGRAM PRODUCTS TO ADDRESS CLIMATE CHANGE

Information from Earth observation platforms has been shown to help numerous users across the globe mitigate and adapt to the growing threats of climate change. When properly packaged and communicated, the products developed through the SERVIR Program have substantial potential to broaden the availability of valuable climate information to a broader array of user groups, from government ministries, technical institutions and NGOs to USAID bilateral and regional missions, their partners, and other hub stakeholders.

For example, digital elevation models (DEMs) derived from remotely sensed data, in combination with historic flood data, can help local governments make informed infrastructure development decisions, particularly within high-risk flood plain areas. Likewise, Landsat imagery can highlight encroaching urban development over time and provide policy makers with valuable inputs for delineating forest protection area boundaries and quantify carbon-rich forest stocks.

It is a non-trivial challenge to capture those benefits, however, and the challenge to SERVIR extends beyond simply providing access to information and training. These are the inputs that support the SERVIR development hypothesis, but we also need to know if people actually use the information, and to what result. For example, in addition to a map, is other information about costs, for example, also needed to support choices among policy options? Are there other barriers to taking action? Can we – and if so how – attribute changes in behavior (i.e., outcomes that positively impact climate change decision-making) to SERVIR?

In order to understand how action leads to impact, activities under Task 2 follow the SERVIR results/impact logic outlined below:



Understanding this logic will help frame how and when evaluation can occur, as well as help determine the types of indicators and procedures necessary to measure and monitor when they are achieved. For example, outputs will be measured by counting the number of tools and products created, and the number of trainings developed and held; these in turn relate directly to sub-IRs 1.1 and 1.2. However, numbers are only part of the story; they do not tell us if those trainings received and tools created are

actually being used (outcome). To do this will require much more in-depth evaluation. In order to accomplish these in-depth evaluations, Task 2 will be linked to M&E for the Activity more broadly.

USAID identifies two types of evaluations, defined as follows:²

- **Performance Evaluation:** Focuses questions linked to program design or management decisions: i.e., how a project is being implemented, how it is perceived, whether expected results are occurring. Mixed qualitative and quantitative methods are appropriate.
- **Impact Evaluation:** Measures the change in a development outcome that is attributable to a defined intervention. Requires a credible counterfactual, or comparison groups, to control for factors other than intervention that might account for the observed change.

Given that the SERVIR program is already in progress, as well as the short timeline of the Demand Activity, designing and implementing a full Impact Evaluation would be unrealistic. However, performance evaluations can occur, and will be the main focus of Task 2. To help establish a framework for a more robust impact evaluation, the Demand Team will undertake activities that will contribute to these occurring, including conducting select baseline studies for specific tools and products still under development; establishing an evaluation methodology that can be implemented by the hubs themselves; and building the capacity of the hubs to do so. It should be noted that these will be done in accordance with USAID's Evaluation Policy, with variations made as needed, particularly in order to make monitoring and evaluation more accessible and viable for hubs.

Finally, as stated in the Demand Activity's SOW, the SERVIR Program is focused on helping developing countries achieve results related to two major components of USAID's Global Climate Change Initiative (GCCCI): adaptation to climate change and sustainable landscapes. As part of evaluations, Task 2 will speak directly to how SERVIR contributes to the strategic objectives of USAID's Climate Change and Development Strategy 2012-2016, and link directly to the relevant GCC Indicators. Specific to the SERVIR Results Framework, Task 2 contributes to both IR1 and IR2, in that information on where and how SERVIR has contributed to climate change decision-making can serve as a marketing point for increasing demand as well as help the program "supply" more outcome-oriented tools and services. With this, SERVIR hubs can better serve their customers/user communities seeking climate related data and products.

Task manager: Noemi Danao-Schroeder, with assistance from Manuela Rayner

Expected deliverables for LOP:

- Performance evaluations and impact assessment strategies on decision-making of selected SERVIR products/services, at least one from SERVIR East Africa and one from SERVIR Himalaya. Both climate change adaptation and sustainable landscapes must be represented. Specific deliverables include:
 - A broad performance evaluation for SERVIR Mesoamerica;
 - Performance evaluations for select SERVIR products and services from each region;
 - Baseline studies for select SERVIR products and services yet to be launched.
- Specific methodologies for assessing the adoption and impact of selected SERVIR products and services that are meant to address climate change adaptation and sustainable landscapes. Evaluations should address impacts that go beyond the immediate use of products, and describe the implications for decision-making related to adaptation and carbon sequestration. Specifically, methodologies will be established that will help hubs to assess the impacts of products to be launched, which includes standardizing "good practices" in monitoring and evaluation. These will

² See <http://www.usaid.gov/evaluation>

be coordinated with the implementation of the Demand activity Performance Monitoring Plan (PMP).

- A final synthesis report of assessments and a presentation of findings to be delivered to USAID, NASA, and the SERVIR hubs.

Timeframe: This task covers PY1 and PY2. Information gathering and analysis of existing evaluations and/or performance assessments will be frontloaded to Q(-1) and Q1. Evaluations will begin in Q2, with application/ implementation occurring around Q3-Q4. Mid-term reporting is projected for Q4, with final reporting occurring in PY2.

The summary table below provides an overview of the specific subtasks related to this task, with more detailed information on subtask activities following.

Task 2 Increase Demand for SERVIR Program Tools and Services		Inputs	Timeline
Subtask 2.1	Stocktaking of existing SERVIR related assessments and evaluations (product, performance, etc.)	Reports, materials, interviews	Q(-1)-Q3
Subtask 2.2	Determine types of evaluations to be conducted in collaboration with USAID, NASA, hubs, and bilateral missions (if needed).	USAID Evaluation Policy, USAID GCC Indicator Handbook	Q2-Q4
Subtask 2.3	Establish methodology and implement evaluation frameworks, in coordination with hubs.	USAID Evaluation Policy, USAID GCC Indicator Handbook	Q2-PY2
Subtask 2.4	Report on findings and build capacity of hubs to operationalize lessons learned	Evaluations carried out, methodology established.	Q3-PY2

Subtask 2.1: Stocktaking of existing SERVIR related assessments and evaluations

This subtask focuses on contextualizing the current “state of affairs” regarding what SERVIR has achieved to date related to impacts on climate change information dissemination and decision-making. We understand that NASA and the hubs have conducted previous information gathering and generated some assessments, evaluations, and case studies, as well as gathered anecdotal evidence of SERVIR success stories and press coverage, and we are in process of collecting and reviewing them. The team also expects to initiate these discussions at the SERVIR Summit in Huntsville in October 2012, and then follow up with field visits to the hubs.

Specific activities for the work plan period under subtask 2.1 are presented below. Note that these activities will be completed in tandem with subtask 1.1.

- A. Gather and analyze existing assessments, evaluations, case studies, and media materials already conducted regarding SERVIR’s contribution to climate change understanding and policymaking.
- B. Develop (or build on NASA’s work on) an inventory of current products that address climate change, with an orientation toward identifying what users are/could benefit from what products (linked to Task 1).
- C. Conduct initial consultations with hubs on impact and results of SERVIR products and services.

- D. Consultations with NASA and USAID staff related to what impacts related to climate change adaptation and sustainable landscapes they hope to achieve.
- E. Consultations with relevant USAID missions to identify their impact priorities, programs, and how these can be scaled and/or leveraged through SERVIR.

Anticipated outputs of Subtask 2.1 include a portfolio of existing documents/pieces on SERVIR impacts, an inventory of current products, and improved understanding of NASA and USAID climate change impact interests, including at the mission level.

Subtask 2.2: Determine types of evaluations to be conducted

Two aspects of the SERVIR program require consistent focus on monitoring and evaluation – performance of SERVIR product development and application processes (performance) and impact of SERVIR products and services on climate change and development objectives (impact). In order to more accurately assess how SERVIR has contributed to climate change mitigation and adaptation activities, improved resource management, emissions reduction and carbon sequestration, and overall improved development outcomes, the Demand Team will work in collaboration with USAID, NASA and the hubs themselves to determine the products and applications to be evaluated, as well as identify those that will come “on-line” via the NASA Applied Science Team projects that can be monitored and evaluated going forward. Depending on when a new hub is established, an evaluation framework may also be established for the new hub program, in accordance with Task 5.

Specific activities for the work plan period under Subtask 2.2 are presented below:

- A. Review of and training in USAID Evaluation Policy and Standard Climate Change Indicators. Participants include hub personnel and NASA Coordination Office staff.
- B. Work with hubs, USAID, and NASA Coordination Office, to identify specific products and services that will undergo evaluation.
- C. Procure regional and/or international partners or contractors who can provide evaluation support, including methodology development and hub capacity building (this effort will also be linked with the Activity’s M&E process more broadly).

Anticipated outputs of Subtask 2.2 include trainings, identified products and services to be evaluated, and procurement of evaluation support.

Subtask 2.3: Establish methodology and implement evaluation frameworks

Using USAID’s Evaluation Policy as a starting point, evaluation methodologies will be established for the products and services identified under subtask 2.2. Given that M&E activities will likely extend beyond the timeframe of the Demand Activity contract, hub participation and capacity building are crucial to evaluation success. Specific activities include:

- A. Establish indicators that adequately identify what impacts SERVIR would like to achieve, including both impact and performance indicators.
- B. Create and implement evaluation methodology, including M&E framework, in collaboration with hubs.
- C. Implement baseline studies as appropriate.
- D. Identify and document “good practices” that emerge.

Anticipated outputs of Subtask 2.3 include performance evaluations, baseline studies, SERVIR indicators, impact success stories, and established methodologies.

Subtask 2.4 Report on findings and build capacity of hubs to operationalize lessons learned

All evaluation results will be shared with relevant stakeholders, including USAID, NASA, present, past, and future hubs, and others. Towards the end of PY I, an intermediate status update is proposed in order to share progress and lessons learned to date; such updates may also occur as needed/requested. A more formal impact report and/or presentation will be drafted once performance evaluations are complete.

Working closely with the communications team, key successes – particularly replicable examples – will be highlighted and potentially developed into marketing materials.

Specific activities for the work plan period under Subtask 2.4 are presented below:

- A. Report on evaluation results to USAID, NASA, hubs, and other relevant stakeholders.
- B. Work with communications in Task 3 to highlight and disseminate success stories, case studies, etc., that demonstrate SERVIR's impacts around climate change adaptation and sustainable landscapes, targeted both to a USAID audience and the user audiences targeted by the hubs. (This activity will feed into subtask 3.2 on communications strategy development).

Anticipated outputs of Subtask 2.3 include mid-term and final reports as well as success stories.

TASK 3: DEVELOP AND IMPLEMENT A SERVIR PROGRAM COMMUNICATIONS STRATEGY

Coordinated and consistent communications and outreach about the value of SERVIR products and tools are crucial to the program's objective of cultivating the use of better Earth observation information for decision-making. To date, the SERVIR Program has communicated to an array of stakeholders, but it has not had a clearly defined strategy for how the program partners (USAID, NASA and hub institutions) communicate a consistent set of core messages to its diverse audience of stakeholders. These audiences and stakeholders include developing-country national governments and civil society, research institutions and universities, the media, the international development community, the intergovernmental Group on Earth Observations (GEO) community, the American public, and U.S. Congress.

The development and implementation of a global communication strategy for the SERVIR Program will help to drive the use of better information by decision-makers in the target regions (IRI in the SERVIR Results Framework) by improving outreach and engagement with a broad set of users (Sub-IR 1.3), supporting the development of communities of practice (Sub-IR 3.2), and increasing awareness of key stakeholders about the value of EO and spatial information (Sub-IR 1.3). Furthermore, a critical feature of the Demand Team's approach to the overall Activity is a commitment to consistent and transparent communication to balance a varied set of priorities and needs.

Since its inception, but more specifically over the last year, the SERVIR Program has undergone significant changes, including geographic expansion, a broader target audience, the design of marketing collateral and the look and feel of its web interface itself. As such, the design of strategic communications activities will play a key role in increasing demand for SERVIR products and services in line with these program changes and expansions.

A unified communications strategy will provide a roadmap to drive understanding, demand and continued support for the SERVIR Program. The strategy will also help strengthen the hub network by aligning strategic objectives at the hub level with USAID and NASA, allowing for more effective outreach efforts to build the SERVIR brand, and cultivate awareness of SERVIR's products and services. As SERVIR's audiences are diverse and geographically dispersed, it will be crucial for the communications strategy to take into account the needs and cultural contexts of multiple audiences. The communications strategy will also address how to raise awareness within the U.S. interagency community and Congress to ensure continued financial support for the SERVIR Program and other climate related programs that SERVIR technology can support.

The development of the SERVIR global communications and outreach strategy is a crucial initial step in determining the future subtasks and activities that could happen under this task both in PY1 and PY2. It is intended that this work plan will be revisited in coordination with the COR in tandem with the finalization of the strategy to further define the activities moving forward. The deliverables noted below are expected to be a major part of that strategy, and progress on each of the deliverables is expected to occur by the end of PY1.

As a first step in developing a communications strategy, the Demand Team submitted a draft Branding and Marking plan to USAID on October 15, 2012.

Task Manager: Stacy Whittle

Expected Deliverables for LOP:

- Develop a global SERVIR outreach and communications strategy. The strategy will develop different messages and content types to reach the program’s diverse audiences with appropriate messages. Information and content from the impact evaluations and assessments in Task 2 may contribute to outreach and communications activities.
- Prepare communications materials. Materials may include brochures, videos, success stories, and project reports tailored to audiences identified in the communications strategy.
- Prepare and implement individual SERVIR hub outreach and communications plans, in cooperation with existing SERVIR host institutions’ public relations personnel. Plans will be developed collaboratively to build upon existing hub capacity for communication and outreach efforts and ensure integration with overall SERVIR hub work plans.
- Conduct outreach events in each region, in collaboration with each regional SERVIR hub. Discussions about priority audiences and messages held during hub consultations will help determine the appropriate events to support in each region. For example, events may engage potential users and beneficiaries to inform them of SERVIR capabilities and services. Public awareness and publicizing activities will be carried out in a timely fashion and in consultation with USAID both at Headquarters and at the regional missions.

Timeframe: This task covers PY1 and PY2. Information gathering, assessments and analysis will be conducted in Q1, Q2 and Q3, and development of the communications strategy and plans will likely begin in Q3, with application/implementation occurring around PY2. Mid-term reporting is projected for Q4, with final reporting occurring in PY2.

The summary table below provides an overview of the specific subtasks related to this task, with more detailed information on subtask activities following.

Task 3		Inputs	Timeline
Develop and Implement a SERVIR Communications Strategy			
Subtask 3.1	Assessment of existing communications activities, materials, key communicators and audiences	Organization charts, inventory of communications materials and activities.	Q-1, Q1-Q3
Subtask 3.2	Develop and implement a global SERVIR outreach and communications strategy	Interviews and collaboration with key communicators, map of communications activities and primary responsible communications staff	Q3-PY2
Subtask 3.3	Prepare and implement SERVIR hub outreach and communication plans	Communication outreach strategy	Q4-PY2

Subtask 3.1: Assessment of existing communications activities, materials, key communicators and audiences

The communications assessment will take the form of a systematic research method, which will identify the strengths and weaknesses of current external SERVIR communications at USAID, NASA, and at the hubs. The assessment will focus on what is being communicated and then identify if these methods and messages are effective. We will identify the key areas to be explored, such as everything from standard identity pieces (business cards, letterhead, logo and signage) to promotional materials to news coverage received. We will also focus on analyzing the website, social media efforts and other online marketing materials. This research will serve as a starting point for creating hub specific communications plans. Initial consultations about current communications efforts were held during the SERVIR Summit Huntsville in October 2012, but we are planning further consultations and follow up during field visits to the hubs scheduled for 2013.

Specific activities for the work plan period under Subtask 3.1 are presented below. Note that this subtask will be completed in tandem with subtask 1.1.

- A. Start up consultations in each region, and with NASA and USAID, to assess current communications plans and activities related to SERVIR and related topics.
- B. Undertake communications and knowledge management assessment (“gaps analysis”) of the hubs, NASA, and USAID (HQ and missions), related to their communication of SERVIR and related topics.
- C. Conduct assessment of hubs’ communications channels including website and social media, printed materials, events, email, radio, SMS, etc. (this will also be linked to the Activity’s M&E process more broadly)
- D. Utilize analytic tools to gauge how engaged their users are online.
- E. Develop comprehensive mapping of communications stakeholders and their target audiences at the hubs, NASA, and within USAID HQ and missions.

Anticipated outputs for Subtask 3.1 include a schematic of the pool of communications stakeholders (at NASA, USAID, and the hubs) and their respective audiences.

Subtask 3.2: Develop and implement a global SERVIR program communications strategy

A solid communications strategy will be critical to our work in cultivating demand for SERVIR products and tools, as it will serve as the framework that will allow us to address a whole range of future challenges and opportunities – whether engaging new users or building awareness around the SERVIR brand. The communications strategy will set forth clearly defined objectives; identify, prioritize and define SERVIR’s core audiences; articulate a brand position; create strong, clear and consistent messages; develop leveraged, high-impact vehicles that take our messages to different audiences; and build in evaluation mechanisms to more effectively monitor progress and impact.

Specific activities for the work plan period under Subtask 3.2 are presented below:

- A. Develop overall and/or multiple sub-strategies to plan SERVIR communications and identify communications roles and responsibilities in the following illustrative areas:
 - a. SERVIR branding
 - b. U.S. and hub region specific outreach events and activities
 - c. Social media

- d. U.S. and hub region-specific press outreach.
- B. Support hubs in establishing and maintaining a media contact database, if needed.
- C. Develop communications map which will provide a systematic look at current external SERVIR stakeholders at USAID, NASA, and at the hubs.
- D. Develop outreach materials based on needs identified in global and hub communications strategies that convey a consistent image and “look” and raise awareness of SERVIR. Materials may include press releases, videos, brochures, maps, feature articles and web-based multimedia.
- E. In conjunction with Task 2, develop outreach metrics and analysis as an evaluation tool.
- F. Harmonize communications related efforts, products, and services across Demand Activity tasks

Anticipated outputs of Subtask 3.2 include a global communications and outreach strategy, media contact database, outreach materials, and communications evaluation criteria.

Subtask 3.3: Prepare and implement SERVIR hub outreach and communications plans, in cooperation with existing SERVIR hub host institutions

The creation of hub-specific outreach and communications plans will be dependent on the outcomes of the global communications strategy. These plans will be developed collaboratively to build upon existing hub capacity for communications and outreach efforts and to ensure integration with overall SERVIR hub work plans. In addition, it would be optimal for the design of these plans to be integrated within overall hub work planning, as they should be designed with an understanding of the broader organizational context.

Hub specific communications and outreach plans will enable staff to understand how to better reach their target audiences. These plans will also play a key role in increasing demand for SERVIR products and services.

Specific activities for the work plan period under Subtask 3.3 are presented below:

- A. Utilize the results of Task 1 user profiles and needs assessments to further define core audiences.
- B. Decide on tactical communication activities. Identify television, radio, print and online publications for media placement and publicity. Coordinate SERVIR product launches, user workshops/seminars, and promotional events and explore concept of endorsements by well known scientists and/or development leaders to build relationships with partners and generate interest around SERVIR more broadly.
- C. Depending on cultural context, create newsletters, news releases, email messages and social media content to educate stakeholders and the public about hub communication initiatives.

Anticipated outputs for Subtask 3.3 include tailored hub communications plans that will be integrated into the overall work plans for RCRMD and ICIMOD, and potentially future hubs.

TASK 4: DEVELOPMENT OF SERVIR SUSTAINABILITY PLANS

The formulation of a sound business strategy by each SERVIR hub is axiomatic to leveraging and sustaining the U.S. government’s substantial investment in SERVIR. Given the combination of SERVIR’s network of partners, its reputation for scientific acumen, and the burgeoning needs for Earth observation information, the SERVIR hubs possess the building blocks to be able to “graduate” to self-

sustaining institutions that can continue to provide value-added products and services to their regions long after USG funding ends.

With regard to the SERVIR Results Framework, Task 4 contributes to the overall outcome of strengthening the long-term sustainability of SERVIR, allowing the regional host institutions to more effectively respond to demand (IRI) and have the institutional capacity to supply products and services that contribute to improved environmental management and resilience to climate change.

Task Manager: Noemi Danao-Schroeder

Expected Deliverables for LOP:

- A cost-recovery strategy to finance value-adds to SERVIR Program data (a public good), once USG financial support ends.
- Market analyses (expanding upon Task 1) to generate potential revenue (from governments, the private sector) for select SERVIR Program hub services.
- Training courses in non-profit management for hubs, including grant management.
- Guidance for writing grant proposals to secure future funding from donors.
- Targeted marketing campaigns.

Timeframe:

Understanding sustainability and partnerships, analysis of current business practices and organizational capacity, as well as determining the “marketplace” for SERVIR products and services will occur in PY1, principally in Q(-1) to Q2. Sustainability plans will be developed beginning Q4. Reporting will occur at the end of PY1 and PY2.

The summary table below provides an overview of the specific subtasks related to this task, with more detailed information on subtask activities following.

Task 4 Develop SERVIR Program Sustainability Plans		Inputs	Timeline
Subtask 4.1	Develop concept papers on partnerships and sustainability	Reports, consultations	Q1-Q2
Subtask 4.2	Conduct baseline sustainability and organizational assessments	Reports, materials, interviews, hub institution information	Q2-Q4
Subtask 4.3	Determine the “marketplace” of SERVIR products and services	Results of Task 1, information gathered from hubs	Q3, PY2
Subtask 4.4	Determine costing and pricing of SERVIR products and services	Product information, financial and operational information from hubs	Q4-PY2
Subtask 4.5	Create tailored sustainability plans and initiate implementation for current and future hubs	Evaluation results, financial productions, feedback from hubs, USAID, NASA	Q4-PY2

Subtask 4.6	Develop internal hub capacity to implement sustainability plans	Sustainability plans, hub staff time	PY2
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Subtask 4.1 Develop concept papers on partnerships and sustainability.

In order to frame the discussion on what sustainability means, both for SERVIR as a global program as well as the role of the hubs and other stakeholders, concept papers will be prepared. For example, the concept paper on partnerships will explore and identify potential partnerships at the hub, regional, global, USG agency, and donor level, while the sustainability paper will discuss sustainability and its meaning financially, organizationally, and globally for SERVIR. In contrast to subtask 4.2, these two papers will provide more ‘high level’ framing of the issues as well as “scenarios of success” of SERVIR.

Specific activities for the work plan period under Subtask 4.1 are presented below:

- A. Determine what sustainability means from USAID, NASA, and hub standpoints through consultations and/or workshops.
- B. Prepare and disseminate concept paper on partnerships.
- C. Prepare and disseminate concept paper on sustainability.

Anticipated outputs of Subtask 4.1 are trainings and consultations with relevant USAID, NASA CO, and hub institutions, and concept papers on sustainability and partnerships.

Subtask 4.2: Conduct baseline sustainability and organizational assessments

Before embarking on forward-reaching business strategies, it is essential to understand and build on existing experiences, strengths and opportunities. This requires asking “who, what, where, when, how” SERVIR has functioned and how this relates to the hub organizations’ overall portfolio. Our initial hypothesis is that if SERVIR is to continue into the foreseeable future, SERVIR products and services must become part of the hubs’ core business, and the SERVIR brand part of their identity. Additionally, the hubs themselves must be functioning, organizationally effective entities in all regards. The development and sustenance of partnerships is also crucial to SERVIR hub sustainability, which will be addressed in the concept paper on partnerships and sustainability that will be developed. The team also initiated these discussions at the SERVIR Summit in Huntsville, followed up with field visits to the hubs.

Specific activities for the work plan period under Subtask 4.2 are presented below:

- A. Analyze CATHALAC’s trajectory of sustainability as “graduated” hub. This will be done in tandem with the Task 2 performance evaluation of SERVIR Mesoamerica.
- B. Conduct organizational assessments of all hubs: governance structure, staff capacity, legal constitution, financial situation, etc. (this will be linked with the Activity’s M&E process more broadly)

Anticipated outputs of Subtask 4.2 are an organizational assessment template for inclusion in the SERVIR Handbook, and organizational assessments of each hub.

Subtask 4.3: Determine the “marketplace” of SERVIR products and services

This subtask is closely linked to Task I, in particular subtasks 1.1 and 1.2 regarding identifying the current user base and the product catalogue. If SERVIR hubs are to become sustainable organizations – particularly in financial terms – they will need to have a clear idea of their market:

- Who is demanding their products and services?
- Who is the competition?
- How will products and services be delivered in the most effective and efficient way possible?
- What is the competitive advantage of SERVIR and how can this best be utilized?
- What products and services can SERVIR sell given that the data itself is a public good, per longstanding USG policy?

Specific activities for the work plan period under Subtask 4.2 are presented below:

- A. Identify the goods and services that SERVIR hubs can market. (This activity is linked to the activities noted in 1.4 on market surveys.)
- B. Based on the Task I market research, determine who are potential “buyers” of SERVIR products and services, e.g., government entities, private sector, multilateral and bilateral institutions, foundations, NGOs, etc., (This activity also linked to activity 2.1B on creating a user-focused inventory of climate change focused SERVIR products.)
- C. Identify who are competitors for hubs and SERVIR products and services.

Anticipated outputs of Subtask 4.3 include an outline of SERVIR goods and services, a list of potential “buyers,” including the specific donors and a report on the competitive landscape – and competitive advantage – of SERVIR.

Subtask 4.4: Determine costing and pricing of SERVIR products and services

Full cost recovery can only occur if there is a clear understanding of actual costs, and adequate pricing of products and services. Additionally, knowing the cost of pre-investments – e.g., what USAID and NASA have already invested in the project, the cost of tools and other products already developed, etc. – provides a strong basis for planning future hub expansion as well as leveraging future funding, whether from the donor community, NGOs or even private sector firms. While it would be difficult to conduct a thorough “cost-benefit” analysis of SERVIR unless the benefit/impact (improved resilience to climate change) is quantified in dollar terms, at the very least this task will help quantify the investments made and help any future cost-benefit analysis.

Specific activities for the work plan period under Subtask 4.3 include:

- A. Conduct cost analysis of SERVIR products and services. Will require determining what needs to be covered: R&D? What direct and indirect costs? Whose costs?
- B. Determine pricing structure of goods and services at hub and global level.

Anticipated outputs of Subtask 4.4 include a cost analysis of SERVIR products and services, and recommendations for a pricing structure.

Subtask 4.5: Create tailored sustainability plans and initiate implementation for current and future hubs

Sustainability plans provide a roadmap for growth and how it will be achieved. Ideally hubs will develop five-year SERVIR business plans; however, it may be more effective to develop shorter-term, two- to three-year sustainability action plans, depending on the maturity of each hub, expected growth, the type of funding portfolio/diversification best suited for a hub, and other considerations. This will be determined once there is a better understanding of each hub, and may include both planning scenarios.

Specific activities for the work plan period under Subtask 4.5 are presented below:

- A. Work with hub staff, USAID, and NASA to create sustainability plans that speak to specific regional market opportunities, considering a mix of income generation strategies: grants, fee-for-service, dues, competitive contracts, local and/or regional government support, licensing, etc.
- B. Work with communications (i.e., Task 3) to implement marketing campaign.
- C. Create “roadmap/timeline” of how hubs move from inception to graduation, to be incorporated in the SERVIR Handbook.

Anticipated outputs of Subtask 4.5 include tailored sustainability plans for each current as well as new hubs brought into the network during this Activity, a marketing campaign of SERVIR products and services (in coordination with Task 3 Communications strategy), and roadmap of hub growth.

Subtask 4.6: Develop internal hub capacity to implement sustainability plans

Sustainability requires that current and future hubs have the internal capacity to achieve their goals and be effective organizations. In addition to specific training events, ongoing capacity building will occur from the beginning of the project, through strategic hub staff engagement in the activities outlined in the work plan. This includes active participation in organizational analysis, understanding the market, development of the sustainability plans, etc. In addition, “south-south” collaboration will be an active and conscientious component of sustainability planning, providing for the opportunity to “scale up” SERVIR impact and viability on a global scale.

Specific activities for the work plan period under Subtask 4.5 are presented below:

- A. Provide training to hubs to build management capacities, implement fund diversification strategy (e.g., grant writing, project management, fee-for-service sales). This will also be linked with Task 6 if grant management/writing is deemed relevant for the hub.
- B. Socialize sustainability among hubs to promote collaboration, opportunities for global scaling (e.g., multi-region initiatives).

Anticipated outputs of Subtask 4.6 include training materials for inclusion in the SERVIR Handbook and concrete collaborative interaction between hubs.

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

The SERVIR Demand Team will work closely with USAID as they work to establish new SERVIR Program hubs in Southeast Asia and West Africa over the next two years. Building on the activities outlined in other tasks, the team will employ the analyses, user engagement, evaluations and communications described for the two existing and one graduated SERVIR Program hub. Being engaged with these new hubs from the beginning will be of particular value since it will enable further baseline studies to be done to facilitate enhanced future impact evaluations.

To support the development of these new SERVIR Program hubs, the Demand Team will provide “surge capacity” to supplement USAID HQ and mission-level efforts. Specifically, the Demand Team will collaborate with USAID to provide rapid market assessments and user needs assessments in the new hub regions and advise on possible hub models related to larger partnership models. Additionally, the Demand Team may engage in establishing an M&E framework for future hub activities. The question of SERVIR partnerships will be addressed in a concept paper together with Task 4 to be further discussed with USAID.

An additional focus of this task will be to further strengthen the SERVIR global network with enhanced “hub-to-hub” collaboration between the existing and new hubs. The Demand Team will tap into its strong network of existing programs and partners in Southeast Asia and West Africa, as well as its best practices, management templates and manuals to support the rapid development of these new hubs and when required by USAID.

Task manager: Renée Leduc Clarke, with assistance from other members of the Demand Team

Expected deliverables for LOP:

- Final Report outlining geospatial capacity in the Lower Mekong region of Southeast Asia. The Regional Development Mission in Asia (RDMA) can use this report to potentially inform future activities in the Lower Mekong related to the establishment of a new SERVIR hub.
- Concept paper on possible partnership models for future hubs in West Africa and Southeast Asia.

Task 5		Inputs	Timeline
Development SERVIR Program Sustainability Plans			
Subtask 5.1	Lower Mekong geospatial assessment	Related regional assessments	Q1
Subtask 5.2	Identification of additional subtasks as needed	Consultations with USAID and existing hubs	Q1 – PY2

Subtask 5.1: Plan and implement Lower Mekong geospatial assessment

In coordination with the Regional Development Mission for Asia (RDMA), the Demand Team will conduct and develop a rapid assessment of geospatial capacity data needs for climate change and environmental management in the Lower Mekong region. The assessment will be comprised of in-country interviews and consultations that will employ a semi-structured interview approach. The end goal will be to capture a better understanding of current capacities and needs of governments and other

stakeholders, in particular regarding their use of geospatial information, tools, and analyses for decision making related to climate change.

Specific activities for the work plan period under Subtask 5.1 are presented below:

- A. A methodology will be developed in collaboration with USAID that can be used as a template for future geospatial assessments within new hub regions. It will also have the ability to be repurposed based on the clearly defined outcomes related to geospatial technology.
- B. Conduct in-country consultations with relevant ministries, NGOs, donors, and technical institutions, in collaboration with USAID missions.
- C. Internal report for USAID that can then be distributed to those who were consulted during the assessment and other interested stakeholders to inform other USAID programs as well as programs led by other donors.
- D. Public report will be produced that will then be distributed to regional partners (U.S. Embassy-Laos and USAID Mission-Vietnam) that assisted or participated in the assessment. This document will identify current and ongoing climate related initiatives that are using geospatial technology and being done by existing organizations, capacities, and networks.

Subtask 5.2: Identification of additional Subtasks as needed

The Demand Team will continue to define subtasks, related activities and deliverables once USAID's timeline of hub expansion is more defined.

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. The vision for the fund is to deepen the reach of the other tasks under this activity by specifically addressing the barriers to demand – **exploring the challenges users experience when accessing and utilizing geospatial resources, especially at the policy making level.** By providing funding to local organizations under the banner of a “User Innovation Fund,” the Demand Team will build on the success of the program to unlock additional communities of users and build and diversify the SERVIR network. The broad intent of the activities resulting from these grants will be to broaden and strengthen demand for SERVIR products and services. The fund will leverage a combination of push and pull strategies to solicit interest from potential grantees inside the current hub regions, and where feasible, in future hub regions (i.e. Southeast Asia and West Africa). Target fund recipients include local NGOs, social enterprises, universities, local government entities, and research institutions. Once the approach for targeting potential grantees has been identified, the SERVIR Demand Team will employ a four-step process to ensure successful grant management: Plan, Select, Manage, and Report.

In coordination with USAID, the team anticipates launching the fund in Q2, thereby allowing ample time to begin the activities during Q3-Q4. The SERVIR Demand Team will use the release of the request for applications (RFAs) and/or annual program statement (APS) as part of a broader public campaign on the SERVIR Program in the hub regions. The planned campaign will then culminate in learning workshops to share the results of the activities financed by the fund, the impacts of SERVIR products, and forge a vision on a sustainable way forward. Both the kickoff and the learning workshops will be closely aligned with the activities and strategies laid out through Tasks 2 and 3.

Expected deliverables for LOP:

- Management of the grant selection process.
- Oversight and administration of 20-25 grant awards balanced across SERVIR Program regions.
- Submission of grant-generated products and information (e.g., data layers, decision-support products, and other innovative mapping tools) to NASA for integration into the SERVIR Program’s web-based geospatial platform.
- Workshops conducted to facilitate knowledge transfer between grantees and relevant regional SERVIR Program hubs.

Task manager: Shannon Sarbo

Timeframe: During the first half of PY1, the Demand Team will develop the Grants Implementation Manual and prepare for the launch of the fund, with the bulk of grant activities anticipated for PY2. The following table provides greater details concerning the timing of the expected subtasks under PY1.

Task 6 Grants under Contract Program		Inputs	Timeline
Subtask 6.1	Align grants strategy (PLAN)	Consultations with USAID and SERVIR hubs under Task 1.2 and 1.4 Outreach to NGOs and private sector	Q1-Q2
Subtask 6.2	Develop Grants Manual	USAID Grants Regulations DAI Grants Manual Templates	Q(-1)
Subtask 6.3	Launch fund and manage selection process (SELECT)	Organization of launching event in coordination with Task 2 and 3 RFA development Grant selection committee consultation	Q2-Q4
Subtask 6.4	Grantee oversight and hub capacity building (MANAGE)	Grants management training for hub staff	Q4-PY2
Subtask 6.5	Interim reporting of grantee activities (REPORT)	Grantee monitoring, site visits, grantee reports	PY2

Subtask 6.1: Align grants strategy

During the inception phase of the activity, we will engage with key stakeholders, as identified in partnership with the hubs and NASA, to test our assumptions and set the strategic direction for the

fund. This Subtask will ensure the fund is aligned to support the intermediate results of the Demand Activity, namely cultivating the use of better information and building the SERVIR network capacity. These consultations will take place in coordination with Task 1.1. The team initiated these discussions at the SERVIR Summit in Huntsville, and will follow up with field visits to the hubs.

Specific activities for the work plan period under Subtask 6.1 are included below:

- A. Consult with the hubs, NASA and USAID to define the approach of the fund: the outcome of this activity will be a concept paper to define the various options for the fund's approach.
- B. Refine and target selection criteria: this will be based on the strategic consultations with key stakeholders.
- C. Initial RFAs (including SOWs) for the fund developed and discussed with hubs and stakeholders.

The anticipated outputs of Subtask 6.1 include the development of a concept paper laying out the various approaches to the fund for review with the USAID COR, and discussion with NASA and the hubs.

Subtask 6.2: Develop Grants Manual

DAI has a long and successful history of managing grants under contract for USAID. This subtask will ensure the team follows a systematic process for grants under contract that is approved by USAID at the outset of the SERVIR Demand Activity through development and submission of a project-specific grant manual, which was submitted in draft on November 1, 2012.

Specific activities for the work plan period under Subtask 6.2 are included below:

- A. Analyze NASA grants process and lessons learned in Mesoamerica: this will ensure the Demand Team's grant process is complementary and not duplicative.
- B. Review USAID Grants Regulations and DAI Grants Manual Templates to develop and submit SERVIR Demand Grants Implementation Manual by the end of Q(-1).

The anticipated output of Subtask 6.2 will be the development of a grants manual to guide the implementation of the Activity's grants.

Subtask 6.3: Launch the fund and manage the selection process

The launch of the User Innovation Fund will be integrated with the broader SERVIR communications (linked to Task 3) taking place in the hub regions during Q2 and Q3. The release of the RFAs and/or APS will be marketed as a way for SERVIR stakeholders to unlock demand and increase access to SERVIR products and services. As an element of Task 3.3, a communication strategy and public awareness campaign will be designed to market the fund as an extension of the global SERVIR Program (i.e. part of the suite of services SERVIR can offer to decision-makers).

The Demand Team will tap into the global Information and Communications for Development (ICT4D) community through online blogs, portals, and existing outreach networks to reach new actors in the SERVIR Program regions to identify potential grantees. By focusing a portion of the funds on innovation grants, we will activate new ideas to engage new users of geospatial decision support tools. Once the RFAs are released and solicitations are received, the selection process involves reviewing proposals from potential grantees, selection of grant recipients, and award and finalization of grant agreements. The Demand Team will be strategic with this initiative and fully intends to exploit a variety of the promising opportunities discussed with stakeholders under the banner of "User Demand Innovation," both inside and outside of the available grant funding.

Specific activities for the work plan period under Subtask 6.3 are included below:

- A. Develop marketing material, website language, videos, etc. explaining the application process (This element will be included in the document developed in Subtask 3.3).
- B. Announce the RFA via website, consultations with hubs, media campaign, local newspapers, etc.
- C. Conduct workshops in each target region to assist potential grantees with the application process.
- D. Grant selection committee reviews proposals of applicants and prequalified partners.
- E. Award and finalization of grant agreements.

The anticipated outputs of Subtask 6.3 include the launching of the fund, definition of RFAs and/or APS to solicit applications, and first round of selected grantees awarded.

Subtask 6.4: Grantee oversight and hub capacity building

The grant process continues in earnest after award. Effective grant management requires clear processes based on sound principles that are appropriate to the context in which they are operating. The Senior Lead for Grants Management will work with the relevant hub staff and/or SERVIR Demand staff member³ in each region to monitor and oversee grantee activities. Although the bulk of grant activity will occur in PY2, the Senior Lead for Grants Management will ensure quick wins and early success stories are highlighted and advertised among the larger SERVIR community as soon as possible in PY1.

Specific activities for the work plan period under Subtask 6.4 are included below:

- A. Build capacity in hubs to manage and monitor grants, possibly by having hub staff assist and “mentor” the overall grants process.
- B. Conduct oversight visits to each grantee at least once during the duration of the grant.
- C. Implement deliverable schedule and financial monitoring process, as defined in the Grants Manual.
- D. Develop and submit USAID branded success stories of 2-3 grantee activities.

The anticipated output of Subtask 6.4 include training modules on grants management developed and implemented for relevant hub staff, interim reporting of grantee activity, and development of fund success stories.

³ This issue will be addressed in a staffing concept paper to be discussed with the USAID COR.

3. 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. The SERVIR Demand Team will employ DAI's corporate experience in managing the complexities of regional programs, building capacity of local institutions, and the nuances of designing activities that can be sustained after program funding ends. Crucial to this management will be to define clear roles and responsibilities, cement local ownership and capacity of all activities, and communicate effectively with all partners and stakeholders to ensure lessons learned and best practices are adopted to facilitate the further success and growth of the SERVIR Program overall. Chief of Party Renée Leduc Clarke will be responsible for program management, supported by Senior Lead Shannon Sarbo.

3.1: PROGRAM START-UP

The objective of this task is to launch the SERVIR Demand Activity smoothly and efficiently with management and administration systems in place to effectively deliver on the task order requirements and meet delivery deadlines. Since July 2012, when the contract was signed, major elements of program start-up have been completed. Outstanding items for start-up will be completed shortly after work plan approval.

In the first weeks following contract award, DAI successfully mobilized the technical and administrative team members and established the SERVIR Demand Activity office in Bethesda, Maryland. Some of the other key start-up activities during this time period have included:

Administrative:

- Meet with the Contracting Officer (CO) and the COR in USAID/Washington to commence the SERVIR Demand Activity and address questions
- Initiate dialogue with subcontractors SpatialDev and TRG on work planning
- Procure necessary office IT equipment
- Established agreed upon approval tracking with COR through the SERVIR Demand technical and administrative management information system (TAMIS)

Reporting:

- Submit Year One work plan for USAID approval on September 1, 2012
- Submit Branding and Marking Plan for USAID approval on October 15, 2012
- Submit Grants under Contract Manual for USAID approval on November 1, 2012
- Submit Performance Management Plan (PMP) for USAID approval by the end of November 2012 (pending work plan approval)

The remaining actions to be completed during start-up include finalizing the structure and contents of the SERVIR Demand TAMIS following work plan approval.

3.2 PROGRAM ADMINISTRATION AND REPORTING

The SERVIR Demand Activity will operate administratively with the support of and, as appropriate, under the supervision of the DAI home office. Systems put in place during program start-up will interface with home office systems to meet contract requirements. In addition, DAI's home office stands ready to work with the SERVIR Demand Team to resolve any issues as they emerge.

DAI has a project management team in its home office that is prepared to support the SERVIR Demand Activity with both technical and administrative backstopping. The DAI project management team will be in frequent – we expect daily – contact to troubleshoot any issues raised by USAID/Washington or the relevant in-country missions. In addition, DAI uses a formal quarterly review process to oversee program operations and technical contributions. These reviews occur every three months between the SERVIR Demand Team and the DAI project management team and support entities. The process has proven to be an effective way to review progress and identify issues.

Throughout the duration of the program, the SERVIR Demand Team intends to remain in regular contact with the USAID COR, led by the Chief of Party. The Chief of Party and COR have been in frequent contact during the start-up of the program, and that is expected to continue. In addition, the task leads have begun in the past month to have more frequent dialogues with the COR, and that is also expected to continue in coordination with the Chief of Party.

Expected actions during implementation:

- Conduct internal quarterly program management meeting.
- Produce and distribute semi-annual (Q1, Q3) SERVIR Demand Activity progress report.
- Produce and distribute technical reports.
- Second Annual Work plan, including updated PMP (September 2013)
- Close out Plan (March 2014).
- Final Performance Report (July 2014).

3.3 PARTNER COORDINATION

Open coordination and communication are crucial to the success of SERVIR at all levels. Given its importance, the relationships between the Demand Team and the other elements of SERVIR will be defined by the “SERVIR Roles and Responsibilities Flow Charts,” which are currently under development by USAID/W and NASA. These flow charts specifically define by Demand Team task the “rules of engagement” or who should approve, concur and be informed of key communications and decisions. These will serve as an important starting point to define relationships and stakeholders for key issues in the program.

Reflecting this importance, coordination with the NASA Coordination Office in particular is referred to frequently within the task detail in this work plan. The team intends to coordinate its interactions with NASA (working closely with USAID) through Gwen Artis, International Programs Director, though the COP will have regularly scheduled senior team meetings with Dan Irwin, NASA SERVIR Project Director, and the USAID COR. In addition, the Demand Team is beginning to have regular

communications with other staff in the NASA SERVIR Program Coordination Office, especially related to communications coordination.

Underlying our commitment to coordination, the Demand Team is prepared to work closely with NASA to integrate key relevant elements of this work plan into the Coordination Office's integrated master schedule (IMS), which also codifies the elements and scheduling of NASA and the hubs' work plans.

Furthermore, while based in the Washington, DC metro area, SERVIR Demand intends to be heavily engaged with the SERVIR regional hubs, including the Eastern Africa hub in Kenya and the Hindu-Kush Himalayan hub in Nepal (in close coordination with USAID and NASA), as well as future hubs planned in southeast Asia and other regions. During the duration of the Activity, the Demand Team intends to remain in regular contact with the NASA SERVIR Program Coordination Office and the hubs.

Expected actions during implementation to facilitate partner coordination include:

- Participation in monthly review meetings with Gwen Artis and hub staff.
- Demand Activity COP participation in weekly coordination meetings with Gwen Artis from NASA, and the USAID COR, together with other members of the Demand Team as required.
- Demand Activity COP participation in regular senior leadership meetings with USAID and the NASA SERVIR Program Coordination Office.
- Integration of relevant Demand Activity work plan elements within Coordination Office IMS.

3.4 MONITORING AND EVALUATION

Understanding the importance of the adage, "If you can't measure it, you can't manage it," the Demand Team places strong emphasis on program monitoring and evaluation. This emphasis will be embodied in our Performance Monitoring Plan (PMP), a strategic tool to monitor the performance of project implementation through successful achievement of program targets and measurable outcomes. The PMP is the guiding document to plan and drive the Demand Activity toward achieving deliverables, and ultimately the SERVIR Program results illustrated in the Results Framework. The tasks and activities are arranged based on the results and deliverables set under the Demand Activity contract agreement.

The PMP provides the structure to support the follow key features of effective M&E for the Activity:

- Quantitative performance management
- Qualitative and impact of performance monitoring
- Quality assurance
- Partner coordination in Demand Activity

The PMP is further supported by the TAMIS, a database system to track the progress towards the achievement of the Demand Activity deliverables. This tool is a cost-effective online management information system to collect data for project reporting and communications.

Work on monitoring and evaluation in the current startup period is focused on putting into place the above systems and ensuring staff is using them appropriately and to full effect. The Demand Team is thinking critically about the most effective way to implement our PMP so that it is both a reporting and dynamic management tool, recognizing that thoughtful planning on M&E must be done at the outset of the Activity to be fully utilized throughout the LOP. In addition, the Demand Team submitted draft

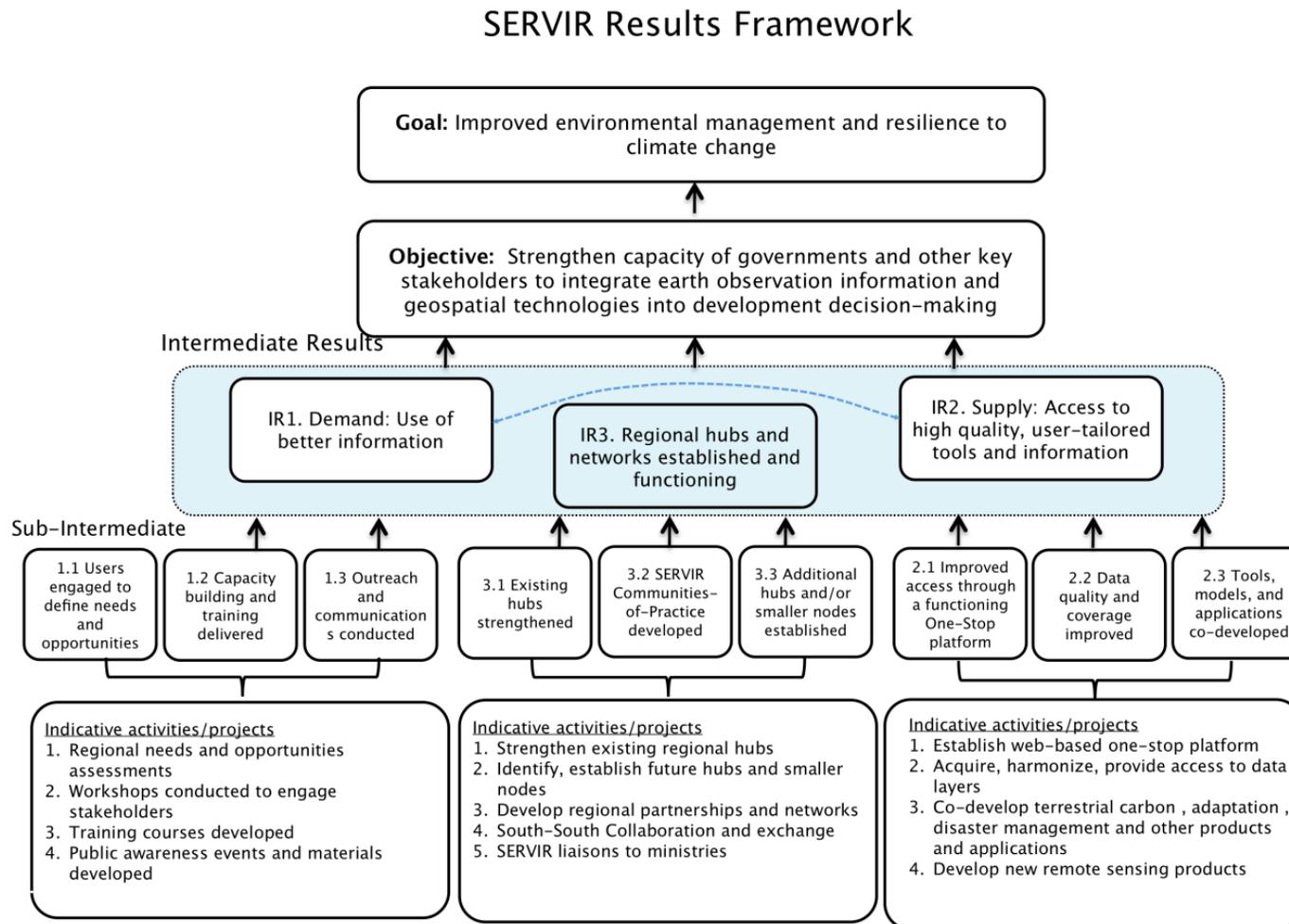
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indicators and targets to the USAID COR in order to initiate a discussion around the most effective approach for the SERVIR Demand PMP.

Expected actions during implementation:

- Develop and submit PMP for USAID approval by the end of November 2012 (pending work plan approval and ongoing discussions with USAID COR on approach, indicators, and targets)
- Conduct baseline data survey of relevant indicators for PMP
- Conduct regular data collection annually
- Conduct qualitative monitoring and evaluation, where relevant

Annex A: SERVIR Results Framework



Annex B: Activity Timeline

The notional timeline presented in this activity roadmap was estimated based on the fact that the Demand Team had initial interactions with the SERVIR hubs in October 2012 at the SERVIR Summit, but that much of the initial assessment work with hubs will happen in further meetings with staff on site in Kenya and Nepal. It is expected that the on-site meetings in Nepal and Kenya will happen at the beginning of Q2. This schedule will push many activities into Q3 and Q4. Project Year 2 is shaded in the table below if activities are expected to extend into the second year of the Activity. In the Program Year 2 work plan, additional sub-tasks and activities will be proposed building on the activities of Program Year 1. NB: The Demand Team expects to specify the location of each activity once more extensive meetings have been held with hub staff to finalize priority service areas.

Task/Subtasks	Q(-1)			Q1			Q2			Q3			Q4			PY2 Program Year 2	Deliverables (expected delivery dates shaded in dark grey)
	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13		
Task 1: Increase Demand for SERVIR Program Tools and Services																	
Subtask 1.1: Document the existing user base																	
Review existing user documentation and assessments																	
Conduct internal reviews with hub staff on current user base																	
Conduct external interviews with users and supporting stakeholders																	
Develop user profiles and supporting product catalogue																	User profiles and product catalogue v.1.0
Synthesize and present results to USAID, NASA, and SERVIR hubs																	Report and presentation
Subtask 1.2: Expand the landscape of users																	

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Task/Subtasks	Q(-1)			Q1			Q2			Q3			Q4			PY2	Deliverables (expected delivery dates shaded in dark grey)
	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Program Year 2	
Review existing needs assessment / market research documentation																	
Co-develop market research SOW or concept paper with each SERVIR hub																	
Engage implementing partner to conduct a market research field work with each hub																	
Implement market assessment																	
Synthesize and report																	
Subtask 1.3: Develop User Engagement Guide																	
Compile lesson' learned and best practices from documentation of user base (Subtask 1.1) and the market research (Subtask 1.2)																	
Prepare draft of User Engagement Guide																	
Obtain feedback on Guide structure and content from SERVIR institutional stakeholders																	
Finalize User Engagement Guide and integrate into SERVIR Handbook																	
Subtask 1.4: Pilot user needs with Applied Science Teams																	
Select two pilot ASTs in consultation with USAID, NASA, and the hubs																	

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Task/Subtasks	Q(-1)			Q1			Q2			Q3			Q4			PY2	Deliverables (expected delivery dates shaded in dark grey)
	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Program Year 2	
Set up working group with each AST																	
Strengthen Product Definition Document (PDD)																	
Develop and implement user engagement plan																	
Disseminate pilot results																	Report on pilot results
Subtask 1.5: Capacity building of hub staff to engage users and conduct market research																	
Conduct user engagement workshop at the hubs																	Workshops
Design and implement targeted training modules																	Training modules
Geospatial Services Study Tours																	Study tours
Explore the development of an online community of practice																	
Develop ideas and plans for further longer term inter-hub collaboration																	
Task 2: Assess impact of SERVIR Products to address climate change																	
Subtask 2.1: Stocktaking of existing SERVIR related assessments and evaluations																	
Gather and analyze existing documents and marketing collateral, in coordination with communications																	
Develop inventory of current SERVIR products that address climate change																	
Conduct consultations with hubs on impact and results to date																	

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Task/Subtasks	Q(-1)			Q1			Q2			Q3			Q4			PY2	Deliverables (expected delivery dates shaded in dark grey)
	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Program Year 2	
Consult USAID and NASA on desired climate change impacts																	
Consult USAID missions to identify their impact priorities that can be leveraged through SERVIR																	
Subtask 2.2: Determine types of evaluation to be conducted																	
Review of and training in USAID Evaluation Policy and CC indicators																	
Work with hubs, USAID and NASA to identify specific products and services to evaluate																	
Procure partners or contractors for evaluation support																	Consultant contract
Subtask 2.3: Establish evaluation methodology																	
Establish SERVIR impact and performance indicators																	Indicator definitions
Establish and implement evaluation methodology																	Evaluation methodologies
Conduct relevant baseline studies																	Baseline studies report
Identify and document "good practices"																	
Subtask 2.4: Report on findings																	
Report on evaluation results																	Evaluation report
Work with communications to highlight and disseminate success stories																	Success stories

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Task/Subtasks	Q(-1)			Q1			Q2			Q3			Q4			PY2	Deliverables (expected delivery dates shaded in dark grey)
	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Program Year 2	
Task 3: Develop and Implement a SERVIR Program Communications Strategy																	
<i>Subtask 3.1: Assessment of existing communications activities, materials, key communicators, audiences, etc.</i>																	
Start up consultations in each region																	
Undertake communications and knowledge Management Assessment																	
Conduct Assessment of hub communications channels																	
Utilize analytic tools to gauge how engaged users are online																	
Develop comprehensive mapping of communications stakeholders and their target audiences																	Communication stakeholder diagram
<i>Subtask 3.2: Develop and Implement a Global SERVIR Communications Strategy</i>																	
Develop overall and/or multiple sub-strategies																	Strategy document
Support hubs in establishing and maintaining a media contact database																	Media contact database
Support coordination of communications by establishing a roles and responsibilities matrix																	Roles and responsibility matrix
Harmonize communications-related efforts, products and services across Tasks																	
Develop SERVIR global outreach materials																	Outreach materials (posters, banners, videos,

**SERVIR PROGRAM DEMAND ACTIVITY
PROGRAM YEAR 1 WORK PLAN, JULY 2012 – SEPTEMBER 2013**

Task/Subtasks	Q(-1)			Q1			Q2			Q3			Q4			PY2	Deliverables (expected delivery dates shaded in dark grey) etc.)
	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Program Year 2	
Subtask 3.3: Prepare and implement hub outreach and communications plans																	
Define core audiences																	
Decide on tactical communications activities																	
Create hub marketing collateral																	Newsletter, social media content, etc.
Task 4: Development of Servir Program Sustainability Plans																	
Subtask 4.1: Develop concept papers on partnerships and sustainability																	
Determine meaning of sustainability through consultations and workshops																	Workshops
Prepare and disseminate concept paper on sustainability																	Concept paper
Prepare and disseminate concept paper on partnerships																	Concept paper
Subtask 4.2: Conduct baseline sustainability and/or organizational assessments																	
Analyze CATHALAC's trajectory of sustainability																	
Conduct organizational assessments of all hubs																	Assessment reports for each hub
Subtask 4.3: Determine marketplace for SERVIR products and services																	
Identify goods and services that SERVIR hubs can market																	Market analysis

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Determine "buyers" of SERVIR products and services																	
Identify competitors																	
Subtask 4.4: Determine costing and pricing of SERVIR products and services																	
Conduct cost analysis of SERVIR products and services																	
Determine pricing structure of SERVIR products and services																	
Subtask 4.5: Create tailored sustainability plans																	
Collaborate with hubs, USAID and NASA to draft sustainability plans																	
Collaborate with communications on marketing campaign																	
Create "roadmap" of hub inception to graduation																	
Subtask 4.6: Develop hub capacity to implement sustainability plans																	
Provide training in build management and fundraising capacities																	
Socialize sustainability efforts between hubs																	
Task 5: Assist USAID Regional Missions With New SERVIR Program Hub																	
Subtask 5.1: Lower Mekong Geospatial Assessment																	
Development of Methodology																	

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In-country consultations																	
Internal Report																	Internal assessment report
Public Report																	Public assessment report
Subtask 5.2: Identification of additional Subtasks as needed																	
TBD																	
Task 6: Grants Under Contract Program																	
Subtask 6.1: Align grants strategy																	
Consult with hubs, NASA, and USAID to define the approach of the fund																	
Refine and target selection criteria																	
Initiate RFA development for the fund																	
Subtask 6.2: Develop grants manual																	
Analyze NASA grants process and lessons learned																	
Submit SERVIR Demand Grants Implementation Manual																	Grants manual
Subtask 6.3: Launch the fund and manage the selection process																	
Develop marketing material to explain application process																	
Announce the RFA																	

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Conduct workshops in each target region to assist potential grantees																	
Award and finalization of grant agreements																	Grant awards
Subtask 6.4: Grantee oversight and hub capacity building																	
Build capacity in the hubs to manage and monitor grants																	Workshops and trainings
Conduct oversight visits to each grantee																	Visits
Implement deliverable schedule and financial monitoring process																	Grantee work plans
Develop and submit USAID branded success stories																	Success stories
Conduct workshops to facilitate knowledge transfer between grantees, hubs, and relevant stakeholders																	Workshops

SERVIR PROGRAM DEMAND ACTIVITY

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