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MEASURING IMPACT Q3 FY15 PERFORMANCE REPORT

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

MEASURING IMPACT

CONTRACT INFORMATION

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ACRONYMS AND ABBREVIATIONS

AM	Adaptive Management
AMNH	American Museum of Natural History
B+WISER	Biodiversity and Watersheds Improved for Stronger Economy & Ecosystem Resilience
BCN	Biodiversity Conservation Network
BCP	Biodiversity Conservation Program
BDRA	Biodiversity and Research Agenda
CAFEC	Central Africa Forest Ecosystems Conservation
CARPE	Central Africa Regional Program for the Environment
CBA	Cost-Benefit Analysis
COR	Contracting Officer's Representative
CWC	Combatting Wildlife Crime
DHS	Demographic and Health Surveys
E3	Bureau of Economic Growth, Education and the Environment
ECO	Environmental Communication, Learning, and Outreach
ECOFISH	Ecosystems Improved for Sustainable Fisheries
FAB	Office of Forestry and Biodiversity
FY	Fiscal Year
GCC	Global Climate Change
GRP	Gorongosa Restoration Project
ICAA	The Initiative for Conservation in the Andean Amazon
IIED	International Institute for Environment and Development
IR	Intermediate Result
LOP	Life of Project
M&E	Monitoring and Evaluation
MI	Measuring Impact
PAD	Project Appraisal Document
PMP	Performance Management Plan
POC	Point of Contact
PPL	Bureau for Policy, Planning, and Learning
RDMA	Regional Development Mission for Asia
SAR	South American Regional Office
SCAPES	Sustainable Conservation Approaches in Priority Ecosystems
SL	Sustainable Landscapes
SOW	Scope of Work
TA	Technical Assistance
TDY	Temporary Duty
TNC	The Nature Conservancy
TOC	Theory of Change
USAID	United States Agency for International Development
USAID/W	United States Agency for International Development, Washington, D.C.
USG	United States Government
WCS	Wildlife Conservation Society

I. INTRODUCTION

OVERVIEW OF THE MEASURING IMPACT PROJECT

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

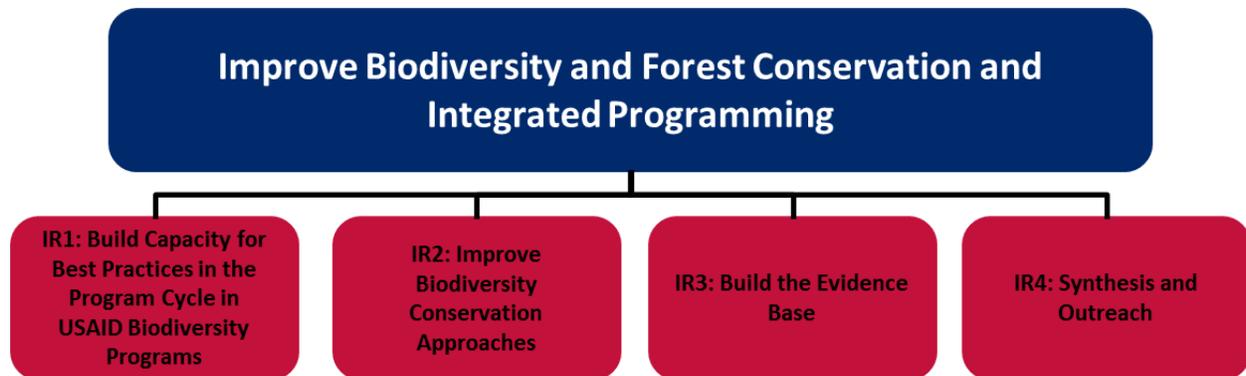


Figure 1: Structure of the MI Goal and Intermediate Results

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

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

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

II. PROJECT ACCOMPLISHMENTS

In Q3 fiscal year (FY) 2015, MI continued to provide technical assistance and trainings to USAID Washington and Missions, initiated work on the Conservation Enterprises Learning Program and metrics for combatting wildlife crime, made progress in developing the evidence base for sustainable livelihoods, food security and nutrition, and community engagement in anti-trafficking, furthered its understanding of E3/FAB's capacity building needs, and further refined project management protocols.

Highlights from Q3 FY15 include:

1. Designing the South America Regional (SAR) environment program through a collaborative, rigorous and evidence based process that resulted in the identification of critical threats to biodiversity in the Andean Amazon and the selection of strategic approaches to minimize those threats.
2. Delivering technical assistance and training to focal Missions, completing three in-person site visits to Peru, SAR/Colombia, and Madagascar.
3. Launching the Conservation Enterprise Learning Group followed by key interviews with Mission staff to understand how they are involved in conservation enterprises, the relevance of the conservation enterprise theory of change in their work, and their specific learning needs. These interviews will generate explicit learning questions to inform the Conservation Enterprise Learning Agenda.
4. Building the evidence base for the importance of wild fisheries to nutrition and food security in nine Feed the Future countries. IR3 completed country profiles that synthesize evidence about the importance of capture fisheries for nutrition and food security, and economic development, as well as key management issues and threats.
5. Progressing toward completion of the three guidance documents to support use of situation models, theories of change, and monitoring and evaluation. PPL engagement on the three guides was completed during Q3 and the guides were circulated for E3/FAB Office staff input.

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

The third quarter of FY15 was productive for MI in increasing capacity of focal Missions to implement best practices in the Program Cycle. In the context of IR1, MI completed three in-person site visits to Peru, SAR/Colombia, and Madagascar, and provided further technical assistance and training to the remaining seven focal Missions. Specific highlights for IR1 this quarter include:

- Development of the CARPE evaluation framework to assess impact across sites, landscapes and mechanism.
- Design of the SAR environment program through a collaborative, rigorous and evidence based process that resulted in the identification of critical threats to biodiversity in the Andean Amazon and the selection of strategic approaches to minimize those threats.

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

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

Quarterly review sessions between MI Regional Leads and E3/FAB Point of Contacts serve as reflection points throughout the year to discuss and plan around priority issues. The third quarterly review for FY15 was conducted on May 7 and focused on (1) presenting findings from the Cost Benefit Analysis (CBA) annual report (Deliverable 1.1.1.B), and (2) vetting new opportunities to engage Missions and discussing where E3/FAB should invest their resources to realize the greatest impact. This is the second year that IR1 has applied the CBA report findings to inform MI's collective learning and lay an analytic foundation to inform priorities for Mission-specific work plans and FY16 strategic and work planning. The CBA results enable MI and E3/FAB to examine progress to date along the MI results chain, apply adaptive management best practices, and consider the sustainability of E3/FAB's investment beyond the life of the MI project.

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

To reinforce AM concepts, IR1 provides virtual webinars (Deliverable 1.2.1.B) on special topics as follow up to regular TA provided to Missions to build the capacity of USAID staff. These webinars use USAID-relevant examples to reinforce or address more complex questions pertaining to AM concepts and tools or specific steps within, spanning situation models, theories of change, and indicator selection.

In Q3, MI and E3/FAB determined to include two webinars in this deliverable that were presented to Missions in previous quarters. The first, a presentation to the Madagascar Mission, covered viability assessments, including an overview, how to conduct a viability assessment, examples, best practices, and using viability assessments to define project sub-purposes. IR1 delivered the second presentation to the SAR Mission on March 30, covering best practices of application of the Program Cycle and Biodiversity Code, focusing on the CARPE context.

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

In Q3 FY15, IR1 made significant advancements in delivering technical assistance and training to focal Missions, completing three in-person site visits to Peru, SAR/Colombia, and Madagascar. Virtual workshops and technical assistance were also facilitated by MI and E3/FAB counterparts and carried out in CARPE, Indonesia, Mozambique, Nepal, Philippines, RDMA, and Uganda.

All focal Mission specific technical assistance and training efforts are summarized below.

OUTPUTS OF MISSION TECHNICAL ASSISTANCE

CARPE	<ul style="list-style-type: none"> • Developed draft TOC-based evaluation questions, data needs, indicators, and monitoring methods for EMAPS partners using a non-participatory approach. • Reviewed current EMAPS partner work plans and indicators and provided recommendations for enhancing M&E. • Discussed and provided input on case study guidance for CAFEC partners. • Coordinated and led biweekly internal MI and E3/FAB meetings to discuss progress on the MI / CARPE work plan, next steps, and follow up with the CARPE Management Team. • Presented MI's work in CARPE to GCC staff in preparation for their Kinshasa TDY and to begin the discussion on incorporating Sustainable Landscapes objectives into CARPE planning.
Indonesia	<ul style="list-style-type: none"> • Reviewed MI work plan with Mission to confirm FY15/16 dates for TDYs to train LESTARI and SEA contractors. • Completed document on lessons learned from Indonesia on using AM tools in USAID procurement processes.
Madagascar	<ul style="list-style-type: none"> • Assisted in developing and writing key sections (e.g., M&E, Logical Framework, Problem Analysis and Situation Model, Results Framework, etc.) of the Biodiversity Conservation Program (BCP) PAD. • Participated in meetings with the USAID Health and Food Security teams to understand and articulate opportunities for integration in the BCP PAD. • Facilitated working sessions with USAID/Madagascar staff to design activities under the BCP. • Ensured alignment between activity design and BCP PAD. • Captured activity design elements in Miradi. • Developed draft project descriptions (PDs) for each activity under the BCP • Drafted key components of the BCP activity solicitations. • Participated in a Mission in-brief and facilitated a Mission out-brief at the start and close of a 2.5 week TDY • Completed key sections on TOC and M&E Plan submission requirements as part of the new activity scope of work. • Developed a PAD-level summary results chain. • Illustrated links between the TOC, results framework, and logframe using the PAD-level results chain • Led multiple virtual and in-person meetings to help prepare E3/FAB points of contact (POCs) for a two week TDY. • Prepared a two-page memo on options for continued MI assistance to the Mission's procurement process.
Mozambique	<ul style="list-style-type: none"> • Facilitated workshop with Mission staff and Gorongosa Restoration Project (GRP) staff to develop a work plan for first year of implementation and life of project PMP for the GRP GDA. • Developed trip report with key findings, recommendations, and participant list. • Developed work plan templates to support design process. • Assessed opportunities for Mission to participate in the Conservation Enterprises Learning Agenda.
Nepal	<ul style="list-style-type: none"> • Developed summary of Indonesia's RFP process and lessons for E3/FAB POC to share with Nepal.
Peru	<ul style="list-style-type: none"> • Facilitated working sessions to support Peru Bilateral Environment PAD development. These sessions focused on the development of results chains for

	<p>interventions to address specific threats.</p> <ul style="list-style-type: none"> • Prepared Peru workshop report summarizing all of the work completed to date through 2 workshops and 4 small group working sessions (including definition of geographic scope, identification and rating of threats, situation models, selection of possible interventions, and development of draft results chains). • Facilitated Peru Bilateral Workshop to Integrate Biodiversity Conservation and GCC/Sustainable Landscapes (SL) components of the PAD. Developed simplified result chains for SL interventions • Compiled Peru workshop products into Miradi files. • Prepared draft SOW for possible technical assistance to Peru Mission on climate adaptation planning.
Philippines	<ul style="list-style-type: none"> • Reviewed and provided comments on Philippines ECOFISH and B+WISER midterm evaluation SOWs • Began initial draft case study on Philippines performance evaluation design process. • Contact with Mission and E3/FAB to plan for delivery of TOC Overview session for contractors implementing the ECOFISH and B+WISER midterm performance evaluation.
RDMA	<ul style="list-style-type: none"> • Developed agenda for virtual and in-person CWT design sessions for July/August.
SAR	<ul style="list-style-type: none"> • Facilitated Regional SAR workshop. Helped participants determine which threats (pressures) the regional Amazon program should focus on addressing. For each priority threat, participants selected interventions and developed draft results chains. • Compiled SAR workshop products into one Miradi file and report. • Prepared and facilitated debrief following SAR workshop. • Produced PPT presentations for Brazil, Colombia and Peru. • Developed a presentation on cross-site learning with content relevant for SAR. • Facilitated several online meetings with SAR Results chain working groups to discuss and refine results chains and begin adding outcomes and indicators to them. • Developed Brazil trip report with key findings.
Uganda	<ul style="list-style-type: none"> • No direct technical assistance provided during this reporting period
Vietnam	<ul style="list-style-type: none"> • No direct technical assistance provided during this reporting period

Key Products

- Quarterly Review Session and PowerPoint: Q3 (Deliverable 1.1.1.A)
- Cost Benefit Analysis Annual Report (Deliverable 1.1.1.B)
- Two AM Practitioner Virtual Seminars (Deliverable 1.2.1.B)
- Three Mission Site Visits and Observation and Recommendations for each: Peru, SAR/Colombia, and Madagascar (Deliverable 1.3.1)

IR2: IMPROVE BIODIVERSITY CONSERVATION APPROACHES

IR2 experienced a very successful quarter, engaging Missions to develop a Learning Agenda for conservation enterprises, progressing on BCN research, scoping and beginning design of an online collaborative space for the Cross Mission Learning Program, and working with E3/FAB to develop metrics for assessing progress in combating wildlife crime. Highlights for IR2 in the third quarter of FY15 included:

- Roll out of the Conservation Enterprise Learning Group
- Completion of the BCN Phase 1 Report
- Final approval of the organizational learning technical analysis
- Completion of the draft CWC indicators and tools, and initiation of the Mission review process.
- Identification and approval of the second topic for cross-Mission learning: Compliance and Enforcement in Combating Wildlife Crime

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

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

The IR2 former activity manager and current activity manager returned comments on the Learning Program framework document (Deliverable 2.1.1.A) to MI in early May. Edits have been incorporated and MI will submit a revised document to E3/FAB in early Q4 for final review and approval. After finalizing the Roll-Out Strategy for the Cross-Mission Learning Program (Deliverable 2.1.1.B) with E3/FAB in February, the IR2 team provided additional value beyond originally-scoped efforts in the work plan by conceptualizing an online collaborative space for the program. In Q3, the IR2 team began to develop design and content for this collaborative space. This effort will continue and expand into Q4, building to an expected launch in early FY16.

Additionally, IR2 scoped and developed a prototype tool for evidence capture (Deliverable 2.1.1.C), following discussion and approval with MI Activity Managers on the rescoping of this deliverable. This is the first of an envisioned suite of data-management tools needed to support cross-Mission learning. Further tools will be developed on an ongoing basis as explicit data-management needs are identified. The evidence-capture tool will support analyses of Learning Agenda questions, and will be partially hosted on the online collaborative space.

MI has continued the use of a Mission Engagement Log (Deliverable 2.4.1) developed in Q1 to track Mission engagement across all of MI.

COMPLETE CONSERVATION ENTERPRISES SUMMARY OF FINDINGS AND DEVELOP CONSERVATION ENTERPRISES LEARNING AGENDA (ACTIVITY 2.2.1 AND 2.3.1)

Upon discussions and agreement with the IR2 Activity Manager, the Sustainable Livelihoods Summary of Findings was rescoped as a synthesis of lessons learned from assessments of several past USAID-funded programs that invested in the development of conservation enterprises. This product was approved and disseminated to Missions in Q2. The IR2 team is providing added value to this product by beginning the development of an annotated bibliography of key papers related to the conservation enterprise TOC being explored by the Conservation Enterprises Learning Group. This bibliography will be a resource for Group members, and will contain brief synopses of the key points from each paper.

Following the successful launch of the Conservation Enterprises Learning Group on March 24 with nine Missions, the IR2 team used participant interest catalyzed during the launch webinar to engage participants in one-on-one discussions with IR2 staff. These discussions aim to generate explicit learning questions to inform the Conservation Enterprises Learning Agenda (Deliverable 2.3.1.B) by understanding how Mission staff are involved in conservation enterprises, the relevance of the conservation enterprise theory of change in their work, and their specific learning needs. In Q3, IR2 staff conducted nine interviews with staff from six Missions, as well as worked with E3/FAB to identify and contact eight additional staff to request interviews. From the synthesis of these interviews, IR2 will develop explicit learning questions to inform the draft Learning Agenda. This draft Learning Agenda will

be rolled out at the end of Q4 and will present findings on learning needs, invite participation, and specify next steps.

The Sustainable Livelihoods Findings Addendum (Deliverable 2.2.1.B) was removed from the MI FY15 work plan upon agreement with the COR, due to rescoping of the product to be managed under IR3.

ANALYZE ENTERPRISE-BASED APPROACHES (ACTIVITY 2.2.2)

MI hired Bernd Cordes in Q1 to undertake a follow-up study on the Biodiversity Conservation Network (BCN) program. The Phase 1 report was submitted to E3/FAB on May 29 (Deliverable 2.2.2.A). Following an initial meeting with activity managers, IR2 developed a detailed proposal and budget for Phase 2 research and submitted for review by internal and external reviewers. The Phase 1 report summarizes the current status of and contacts for the original BCN projects, the tools and protocols used to conduct interviews and analyze findings, the results of initial interviews and conclusions of an initial analysis, and an assessment of the feasibility and value of proceeding to Phase 2, along with recommendations for revised protocols. The BCN Phase 2 report was removed from the FY15 work plan and will be a FY16 final product instead.

DEVELOP INDICATORS FOR COMBATING WILDLIFE CRIME (ACTIVITY 2.2.3)

In Q1, the deadline for the originally-scoped Final Report Recommending USAID CWT Indicators (Deliverable 2.2.3.D) was revised to late April 2015. IR2 delivered a draft to E3/FAB on April 17, including the CWC situation model, TOCs for selected strategic approaches, and candidate indicators for key results of those TOCs. In early Q3, the product was rescoped from a document recommending indicators to E3/FAB to a guidance document appropriate for sharing with Missions to guide their selection and application of CWC indicators, and their use of the situation model and TOCs in CWC program development. Deliverable 2.2.3.D will constitute the core content of the guidance document, with additional content to be developed to support Mission use of that content. The guidance document was rescoped, upon agreement with E3/FAB, as a new deliverable 2.2.3.E. This new deliverable will build upon Deliverable 2.2.3.D and include the vetting of the CWC TOCs and indicators with Missions, scoping of a full guidance document and a roll-out plan to Missions.

Following the successful delivery of the E3/FAB-led workshop (Deliverable 2.2.3.C) in March, IR2 worked with USAID to develop and present two webinars in Q3 to engage Missions in the review of draft CWC indicators and associated tools. The first webinar provided an overview of the process undertaken and the situation model underlying major CWC approaches. In the second webinar, MI and E3/FAB (1) answered questions on the process, situation model, and draft report presented in the first webinar, (2) introduced the TOCs used to establish indicators for the seven major strategic approaches, and (3) described the plan for working with participants in small groups to refine TOCs and indicators. Following the webinars, MI completed ten small group sessions to gain Mission input on TOCs. Additional review sessions will take place in early Q4.

Effort on CWC represents an integral step in building E3/FAB's capacity beyond the life of MI. E3/FAB was the main driver behind this activity, presenting and leading the workshop with key external CWC experts (Deliverable 2.2.3.C) and leading the discussion in webinars. MI has largely moved into its proper role as supporting and building capacity in E3/FAB.

COMPLIANCE AND ENFORCEMENT (ACTIVITY 2.2.4 AND 2.3.2)

Progress on the Compliance and Enforcement Summary of Findings (Deliverable 2.2.4) was postponed pending selection by E3/FAB of the second focal area for cross-Mission learning. On June 30, E3/FAB selected building capacity for effective enforcement and prosecution in combating wildlife crime as that second focal area.

There appears to be significant Mission interest and engagement in this topic as evidenced by a survey conducted by E3/FAB in Q2 gauging Mission interest in various CWC learning topics, as well as a preliminary search conducted by IR2 of available USAID literature that described Mission programming. Through the effort to develop indicators for CWC (Activity 2.2.3 above), "Building Capacity for Effective Enforcement and Prosecution" was identified by E3/FAB as a common strategic approach across USAID and a generalized TOC was developed. IR2 will undertake a review and synthesis of USAID literature

relevant to this TOC in Q4 to develop an initial summary of findings (Deliverable 2.2.4) which will be built upon in FY16 through a more expanded literature search.

The Compliance and Enforcement Learning Agenda (Deliverable 2.3.2.A) has been removed from the FY15 work plan.

Additionally, MI's possible engagement in a CWC Workshop in the South Africa Regional Conference (Deliverable 2.3.2.B) is pending direction from the Regional Bureau, and not anticipated to occur in FY15.

COMPLETE ANALYSIS OF ORGANIZATIONAL LEARNING (ACTIVITY 2.5.1)

The Analysis of Organizational Learning (Deliverable 2.5.1) was formally submitted on May 1, approved by the COR on May 7, and was approved by the Office Director on June 26. Upon approval and distribution of the paper, IR2 was invited to present the paper to the Knowledge Management Reference Group. IR2 began work to coordinate and prepare for this presentation in Q4.

Key Products

- Phase 1 of BCN Report (Deliverable 2.2.2.A)
- Final Report Recommending USAID CWT Indicators (Deliverable 2.2.3.D)
- Two Webinars on CWC Metrics (Deliverable 2.2.3.D)
- Analysis of Organizational Learning (Deliverable 2.5.1)

IR3: BUILD THE EVIDENCE BASE

During Q3 FY15, IR3 primarily focused on advancing the following activities: (1) developing new knowledge around sustainable livelihoods, (2) conducting food security and nutrition research, and (3) developing a research brief on community engagement in anti-trafficking. Specific highlights include:

- Submission and approval of the framing brief for the community engagement in wildlife trafficking enforcement activity
- Approval of the survey of wildlife trafficking indicators
- Completion and submission of nine fisheries country profiles that synthesize evidence about the importance of capture fisheries for nutrition and food security, and economic development
- Published protocol for the systematic review on gender and biodiversity governance
- Completion and submission of the research paper and a brief on the constituency building review
- Support to E3/FAB in organizing, hosting, and documenting an Ebola risk mapping workshop

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

DEVELOP NEW KNOWLEDGE AROUND SUSTAINABLE LIVELIHOODS (ACTIVITY 3.1.1)

The rescoping of Deliverable 3.1.1.A under the Sustainable Livelihoods activity was approved by E3/FAB in late April. This activity now better aligns with the IR2 Sustainable Livelihoods Summary of Findings and complements the Sustainable Livelihoods Learning Agenda. This research activity will contribute new knowledge to improve understanding of the effectiveness of sustainable livelihoods as a conservation intervention by synthesizing findings from World Bank evaluations. This quarter, IR3 drafted a product definition, developed a research protocol, and initiated research and analysis. Upon suggestion by the COR, IR3 additionally initiated a complementary examination of sustainable livelihoods findings from the recent ICAA, Phase Two Evaluation. IR3 expects an internal draft to be prepared by late July.

The research implementation strategy (Deliverable 3.1.1.B) is in the process of being rescoped to best align with IR2 activities. The strategy was originally meant to complement the sustainable livelihoods learning group, however, as this group has not yet formed, it is possible to redefine the product to complement outcomes from the sustainable livelihoods webinar held by IR2.

IR3 proposed a new deliverable in Q3 (3.1.1.C): Analysis of the literature addressing behavior change in sustainable livelihood projects. As part of IIED's systematic review of sustainable livelihoods, they compiled a list of papers reporting behavior change outcomes within sustainable livelihood projects. MI proposes analyzing those publications to extract information with which to test a set of priority questions identified by IR2 around the sustainable livelihoods TOC. The purpose of this analysis will be to contribute new knowledge to improve understanding of the factors that modulate behavior change in sustainable livelihood projects with sustainable livelihoods, based on IIED's comprehensive survey of the literature.

DEVELOP NEW KNOWLEDGE AROUND COMPLIANCE AND ENFORCEMENT (ACTIVITY 3.1.2)

IR3 worked in close partnership with WCS to advance the research brief on community engagement in wildlife trafficking (Deliverable 3.1.2.A). MI carefully managed the contract with WCS, under close consultation with E3/FAB, and modified it when needed to accommodate changes in the work and its timing. IR3 and WCS worked with Mary Rowen and Diane Russell to develop a final list of case studies, and Barbara Best to develop a case study in the Philippines. Five out of six case studies were completed in Q3. Additionally, IR3 provided support to WCS to develop a literature review to complement their research. Production of this product is proceeding as scheduled and delivery is expected in Q4.

The Report on Metrics Used in Combatting Wildlife Trafficking (Deliverable 3.1.2.B) was finalized and packaged for dissemination in April, and received final clearance from the E3 Director on June 26.

The Literature Review and Research Implementation Strategy for Evidence Gaps in Compliance and Enforcement (Deliverables 3.1.2.C and D) were rescoped to provide an additional research activity in support of the sustainable livelihoods work, upon agreement with E3/FAB (Deliverable 3.1.1.C).

PROVIDE NEW KNOWLEDGE ON INTEGRATION PATHWAYS (ACTIVITY 3.2.1)

FOOD SECURITY AND NUTRITION

The IR3 team made significant progress in advancing research on integration pathways between biodiversity and food security and nutrition during Q3. This activity includes two pillars of work: (1) build the evidence base for the importance of wild fisheries to nutrition and food security in nine selected Feed the Future countries; and (2) produce a BFS briefing book (Deliverable 3.2.1.B).

Country profiles generated through this research synthesize evidence about the importance of capture fisheries for nutrition and food security, and economic development, as well as key management issues and threats in nine Feed the Future countries: Senegal, Ghana, Cambodia, Tanzania, Kenya, Malawi, Bangladesh, Mozambique, and Liberia. In Q3, IR3 completed all nine profiles, revised according to E3/FAB's comments, and are currently awaiting final approval from E3/FAB.

During Q3, IR3 began to draft the introductory sections of the briefing book and completed the Demographic and Health Surveys (DHS) (Tanzania 2010) analysis on wild foods, nutrition, and food security, as well as the GIS-based analysis of the DHS findings.

GENDER

IR3 finalized a contract with The Nature Conservancy (TNC) in April to develop a systematic map of existing evidence on whether the gender composition of forestry and fishery management groups influences the governance and conservation of biodiversity resources. TNC made progress this quarter in completing the full text analysis to inform the systematic map, including completing the literature scanning exercise and title and abstract filtering process, and beginning the full text review. The Research Paper and Policy Briefs (Deliverables 3.2.1.D and E) will follow from this work and be developed and delivered in Q4.

MI removed the Gender and Biodiversity Governance Protocol paper (Deliverable 3.2.1.C) from the FY15 work plan, as this product is not funded by MI. The product is complete and is informing development of related MI deliverables.

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

LITERATURE REVIEW: CONSTITUENCY BUILDING

The Center for Biodiversity and Conservation at the American Museum of Natural History (AMNH) delivered the findings of their review of published academic and gray literature on constituency building and stakeholder engagement to MI on May 22 (Deliverable 3.3.1). Additionally, IR3 developed a brief based on the review results, which complements the technically-dense review paper. The review and brief were revised, finalized, and sent to the IR3 Activity Manager for review on June 25. IR3 scheduled a webinar with Eleanor Sterling of AMNH on July 8 to discuss findings from the literature review with MI and E3/FAB staff.

FINALIZE BIODIVERSITY AND DEVELOPMENT RESEARCH AGENDA (ACTIVITY 3.4.1)

Two standalone products (Deliverable 3.4.1.B) on Identifying and Using Evidence and Research Methodologies were submitted to E3/FAB in Q2. These products have been cleared by the IR3 Activity Manager and the E3/FAB Director, and are currently being revised for clearance by the MI COR.

In early Q4 IR3 will assist the IR3 Activity Manager to prepare content for the internal USAID launch of the BDRA with the Lab on July 16. Other scheduled dissemination activities (Deliverable 3.4.1.C) for the Research Agenda include:

- August 2-6: A talk during the 27th International Congress for Conservation Biology

- August 9-14: Panel discussion at the Ecological Society of America during the 2015 annual meeting

DISSEMINATE KEY RESEARCH (ACTIVITY 3.4.2)

IR3 supported the organization and hosting of a symposium on Ebola risk mapping on May 11. The symposium focused on understanding the conditions associated with Ebola outbreak and spread, particularly drawing on studies of primates, bats, and bushmeat trade and consumption. E3/FAB and IR3 presented data, maps and models; asked what data gaps exist; and discussed how data can be collected, shared and analyzed in a more integrated manner. The symposium was attended by experts in a variety of fields, including USFWS, Global Health, EcoHealth Alliance, CIFOR, USFS, the CDC, the US Department of Defense, the Global Environment Facility, and USAID staff from the GeoCenter, Lab, DCHA, and E3/FAB.

Key Products

- Framing brief on Metrics Used in Combatting Wildlife Trafficking (Deliverable 3.1.2.B)
- Nine revised country profiles for Food Security and Nutrition Research product (Deliverable 3.2.1.B)
- Research paper on constituency building for biodiversity conservation (Deliverable 3.3.1)

IR4: SYNTHESIS & OUTREACH

During Q2 FY15, IR4 conducted DC-based trainings, delivered advanced drafts of three AM guidance documents, delivered the first draft of the Framework for Mainstreaming Learning and Adapting, and provided extensive support to development of the E3/FAB Office Environment Officer training strategy. A specific highlight includes:

- Progress towards completing the three guidance documents to support use of situation models, theories of change, and monitoring and evaluation. PPL engagement on the three guides was completed during Q3 and the guides were circulated for E3/FAB Office staff input. Guides are on track for completion during FY15.

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

DEVELOP FRAMEWORK FOR MAINSTREAMING LEARNING AND ADAPTING (ACTIVITY 4.1.1)

A draft of the Framework for Mainstreaming Learning and Adapting was presented during the MI Monthly Meeting on May 28 to E3/FAB Activity Managers for their initial feedback and input. Based on input from the monthly meeting, IR4 modified the Framework design in order to better ground the document in the Program Cycle, Biodiversity Policy, and Biodiversity Handbook. The Framework will be completed during the fourth quarter of FY15 and will be used to inform development of MI's FY16 work plan.

The purpose of the Framework is to lay out a set of core capacities, best practices, and business processes that MI and E3/FAB have identified as necessary to mainstream adaptive management and best practices in implementing the Program Cycle for biodiversity and integrated programming. The Framework helps USAID place MI products and activities in the Office's and Agency's larger vision for adaptive management. The Framework will be a living document that evolves throughout the implementation of MI, iteratively identifying priorities for MI work planning and helping MI management and USAID Activity Managers assess progress toward the life of project objective *evidence-based adaptive management mainstreamed within USAID*. Beyond the life of MI, the Framework will help Missions and E3/FAB agree on a common conceptual framework for adaptive management, and assess USAID staff capacity to apply MI's AM tools, guidance, and best practices to improve the effectiveness of future biodiversity programming.

BUILD CAPACITY THROUGH TRAINING (ACTIVITY 4.2.1)

The first deliverable under this activity (4.2.1.A) focuses on training USAID/W staff in any of the approaches or tools that MI is developing and applying. Training sessions were delivered and reported on in quarters 1 and 2 of FY15. No additional training sessions beyond those detailed under Miradi activities below were delivered during Q3.

The "Legacy" Training Materials (Deliverable 4.2.1.B) will be derived from technical guidance documents developed by MI, E3/FAB, and PPL as well as from existing training materials. They will be developed to support the needs of E3/FAB in providing technical assistance in program design, monitoring, evaluation, and learning to staff of Missions that program or co-program biodiversity funds. However, the production of these training materials is dependent on the completion of core technical content developed under Activity 1.2.1.C and guidance documents in Activities 4.3.1 and 4.3.2. Thus, during FY15, some Legacy training materials will be identified and initiated and developed, but much of the LOE for this product will be allocated to FY16.

These "Legacy" materials are supplementary, repackaged materials tailored for additional audiences and specific uses that will be designed for use by E3/FAB during and beyond the life of MI. These include PowerPoint presentations, recorded video presentations, informative handouts, packets to guide breakout sessions for moderated project designs, facilitators' tips, example projects from MI's technical assistance for Missions, and generic theories of change and situation models for priority topics for use in in-person trainings and to support virtual trainings.

For the third deliverable under this activity, training materials for the Environment Officer training, IR4 provided extensive technical support to advance the thinking behind E3/FAB's new training strategy and program for Environment Officers (Deliverable 4.2.1.C). IR4 participated in the planning of a June 1 E3/FAB workshop, facilitated by ECO, on planning the training program for Environment Officers. This included technical input to the set of knowledge, skills, and abilities and the learning pathways that will be the foundation for the training program; refining key audiences; and developing a workshop agenda. MI staff facilitated breakout discussions and participated in module planning work groups during the June 1 workshop. Throughout Q3, MI coordinated extensively with ECO and the E3/FAB Communications, Knowledge Management, and Training team to identify needs in developing biodiversity training courses for Environment Officers. In Q4, MI will develop training modules with the module stewards designated to develop modules on use of situation models, theories of change, and monitoring, evaluation, and learning. These modules will complement the core materials that IR1 uses to provide technical assistance to Missions (1.2.1.C) and the IR4-produced guidance documents on situation models, theories of change, and TOC-based monitoring and evaluation and indicator selection.

COMPLETE MIRADI PILOT (ACTIVITY 4.2.2)

On June 9, the E3/FAB Office obtained approval from PPL for Miradi's use in biodiversity programs. MI staff also delivered support to USAID on the use of Miradi.

IR4 delivered three one-on-one virtual training sessions to USAID/W staff in Q3 for the use of Miradi Adaptive Management Software to design and manage biodiversity programming. The first session on March 31st was provided to Catherine Workman of the E3/FAB Office as preparation for her upcoming TDY to the Madagascar bilateral Mission. The design team planned to use Miradi as a software tool for developing a new project and mechanisms. Two virtual training sessions were provided to Margaret Harritt of Office of Afghanistan and Pakistan Affairs. Those sessions took place May 7 and June 11. All three trainings included learning objectives for using Miradi to apply best practices in implementing the Program Cycle, as well as how to use Miradi to generate key Program Cycle Units such as situation models, results chains depicting theories of change, and monitoring, evaluation and learning plans. Separately, technical assistance was provided to both Catherine and Margaret for Miradi account registration and installing the software.

MI drafted the Miradi Pilot Final Report (Deliverable 4.2.2.D), which will be finalized during Q4. To inform the draft report, IR4 staff solicited and received feedback from pilot Missions on the training, inquiring about sufficiency, usefulness, function, and utilization.

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

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

- The **monitoring and evaluation** guide (Deliverable 4.3.1.C) was drafted and revised with the IR4 Activity Manager before being submitted to PPL for comments. This guide represents a significant effort by the IR4 Activity Manager and MI to align to the strong body of existing agency guidance on M&E, to glean emerging concepts on CLA, and to link concepts of monitoring, evaluation and learning to program design. The draft guide was submitted to all E3/FAB staff for review on June 30.
- The **theories of change** guide (Deliverable 4.3.1.B) underwent several rounds of review with the IR4 Activity Manager and was revised to incorporate PPL input from Q2, and was circulated to all staff of E3/FAB for review on June 30. No additional review by PPL is anticipated.
- The **situation analysis** guide (Deliverable 4.3.1.A), which was prepared to near-final form during Q1, was updated to align with the TOC and monitoring and evaluation guides. IR4 submitted the revised guide to E3/FAB for review on June 30. PPL comments have been fully addressed.

MI will deliver all three guides together at the end of Q4, and at that time will prepare companion PowerPoint presentations (Deliverable 1.2.1.C) and other products such as narrated webcasts (Deliverable 4.2.1.B) to support roll out of the guides to USAID staff.

DEVELOP COMPLEMENTARY GUIDANCE DOCUMENTS (ACTIVITY 4.3.2)

Upon completion of the three guidance documents listed above, E3/FAB may direct MI to develop additional guidance documents to support the use of best practices in implementing the Program Cycle in USAID biodiversity programs. Initial ideas for the topics of those guides are under consideration; one topic has been identified, and final determination of the focus of the two additional guides will be made upon clearance of the initial guidance documents.

During Q3 E3/FAB identified the need for an indicator reference resource that will serve as the first of these three complementary guidance documents. The planned reference resource will help USAID staff define appropriate indicators for selected strategic approaches, including progress towards threat reduction and conservation of biodiversity targets, by having access to a set of relevant, feasible, and informative indicators. It is anticipated that the proposed product will include generic theories of change that are commonly used in USAID biodiversity programs; examples indicators for those TOCs with clear data specifications (i.e., PIRS); and generic outcomes, indicators, and data specifications for threats and focal interests common to the TOCs under consideration.

While scoping of the indicator reference resource guidance is underway this fiscal year, production of this and additional guides will be moved to FY16.

PRODUCE AND PACKAGE NEW KNOWLEDGE (ACTIVITY 4.3.3)

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

- Upon clearance of the Organizational Learning Paper (Deliverable 2.5.1) by the E3/FAB Office Director, IR2 and IR4 will coordinate to schedule a presentation with the KM reference group.
- The BDRA flyer will be updated for dissemination activities in Q4.

CLIMATE CASE STUDIES

MI plans to deliver two case studies that examine integration of biodiversity programs with climate change programs in the USAID context (Deliverable 4.3.3.C). In line with the Agency's Global Climate Change Strategy, one of these case studies focuses on climate adaptation (Nepal), and one focuses on sustainable landscapes (Peru).

During Q3 MI delivered an advanced draft of the Nepal adaptation case study to the E3/FAB Activity Manager and received comments. The Nepal case study will be finalized in Q4. The Peru case study will be developed and delivered during Q4. These case studies build upon the existing library of climate adaptation case studies compiled by E3/GCC for use by Mission and USAID/W staff, who need sound examples of project designs that integrate climate and biodiversity considerations.

The Reflection Session with E3/GCC (Deliverable 4.6.1.C) has been moved to FY16 and removed from the FY15 work plan, due to the need to complete the case studies this FY.

SCAPES

In Q3, IR4 provided significant support to finalize the SCAPES Final Evaluation Report. MI worked with a professional copyeditor and graphic designer to package the report for delivery to USAID, including copyediting, layout, design, and formatting. Comments solicited from USAID were incorporated into the final text. The final report was approved by the USAID COR, made 508-compliant, and posted onto the DEC. Finally, MI worked with E3/FAB to develop printed copies of the report.

CURATE LIBRARY OF BEST PRACTICES (ACTIVITY 4.4.1)

The *Library of Best Practices in the Program Cycle and Other Resources* is intended to serve as a reference for USAID staff who provide support to Missions to implement best practices in the Program

Cycle. In Q3, IR4 staff identified a potential long-term host site for the curated Library on the RM Portal and the Learning Lab and prepared for the launch of the Library during Q4.

The Library aligns conceptually with the major topic areas of the Framework (Activity 4.1.1) and USAID Program Cycle and is organized around tasks likely to be undertaken by E3/FAB staff as they provide assistance to Missions programming biodiversity funds. It contains curated materials generated by MI's work with Missions to serve as case examples. The Library, put into operation in Q4, will be continuously updated over the life of MI. It has been designed with a simple, straightforward interface to facilitate ease of use in the field and Washington as well as ease of transfer should these materials need to migrate to a USAID-managed site in the future.

GENERAL COMMUNICATIONS OUTREACH: NEWSLETTER AND LEARNING GROUPS (ACTIVITY 4.4.3)

Given the delays in hiring a MI Communications Officer this FY, MI will implement this activity during FY16 and will remove this activity and product from the FY15 work plan.

Key Products

- Support to June 1 E3/FAB EO Training Workshop (Deliverable 4.2.1.C)
- Guidance documents, including PPL review of two guides (PPL review of third guide was completed early Q4) (Deliverable 4.3.1.A-C)
- SCAPES Evaluation Final Report (Deliverable 4.3.3.D)

IR0: PROJECT MANAGEMENT AND ADMINISTRATION

IR0 continued its work and demonstrated efficiency improvements compared to previous years during Q3 FY15. Highlights from Q3 include:

- Hiring a Learning Technical specialist for the IR2 Team.
- Hiring an Adaptive Management specialist for the IR1-4 Teams.
- Maintaining a product tracking tool for work plan deliverables and progress.

CONNECT PLANNING TO STRATEGY AND COORDINATE TEAM (ACTIVITY 0.1)

In Q3, MI laid the foundation for the annual Strategic Planning Retreat in September. A retreat working group, consisting of the COP, DCOP, and IR2 and IR3 activity managers, was identified and met to discuss venues, goals, and agendas for the retreat. A new venue, the Society for Conservation Biology Institute in Front Royal, Virginia, was chosen among many. The Program Officer visited the venue and met with the events coordinator to ensure all logistical and physical needs would be met during the event. The retreat will begin in Washington, D.C., on September 21, with a Look Back Session to examine lessons learned of the past year. MI and E3/FAB staff will depart D.C. for Front Royal on the 22nd, arriving mid-day. Retreat attendees will return to D.C. on the 24th. MI has drafted an agenda for the retreat, and will share with E3/FAB in July.

During the June monthly MI-E3/FAB meeting, the MI team provided an update on deliverable progress and completion outlook using a new “stoplight” tool. This tool allowed MI to quickly show deliverable status, ranging from green (on track for delivery in FY15), to yellow (need for E3/FAB input to ensure delivery), to red (unlikely to be completed in FY15).

LEVERAGE REPORTING TOOLS TO INFORM MANAGEMENT DECISIONS (ACTIVITY 0.2)

Quarterly accruals reports and monthly vouchers have been submitted to E3/FAB consistently on schedule. Responsibility and management of budgetary tools were transmitted from the Program Coordinator in South Lake Tahoe to the Program Officer in Washington, D.C., to realize a higher level of management in the project office.

REPORT PERFORMANCE QUARTERLY (ACTIVITY 0.3)

During Q3 MI staff drafted and submitted the revised Performance Management Plan (PMP) including revised PMP indicators, reflecting the changes from the updated results chain (see Figure 3 in the Learning and Adapting section). The PMP defines the management processes to monitor, analyze and evaluate MI's achievement of its goals and objectives. Based on feedback from the COR, the PMP is being further refined and targets updated in early Q4.

MAINTAIN FULL STAFF (ACTIVITY 0.4)

MI completed a successful hiring process to fill the position of AM Technical Specialist in May. MI management met with potential candidates and evaluated their suitability for the position, and agreed to hire Lynn Butler to begin work in May. Additionally, the Learning Technical Specialist hired in Q2 began work in April. These two new employees were onboarded in Q3 and quickly became productive, making key contributions to the team almost immediately.

MI continued to advertise and review applications for a Communications Officer position. MI management met with potential candidates and evaluated their suitability for the position. One interim candidate was identified for the summer, Amy Gambrill, who will work part-time to advance communications needs for IR3 and 4.

MI additionally developed and began to advertise a replacement Contracts Compliance Specialist. MI will continue to search for these candidates until the positions are filled.

PROVIDE SYSTEMS, PROCESSES AND POLICIES (ACTIVITY 0.5)

To ease the transition between Contracts Compliance Specialists, IR0 worked with the departing Specialist to prioritize policies and procedures for delivery before her final day, as well as delegate

additional responsibilities to other members of the management team in the interim. The IR0 team held several meetings to meticulously update on progress on each item. All deliverables committed to by the former Contracts Specialist were delivered before her final working day of June 26. The IR0 team will continue effective management of these tasks until a replacement is found.

ADMINISTER AND MANAGE OPERATIONS (ACTIVITY 0.6)

The MI management team continued use of the Product Tracking Tool developed in Q1, and added links to final products and to products on the Development Experience Clearinghouse, if applicable, to facilitate and streamline access to deliverables for internal staff and Activity Managers.

Key Products

- Q3 FY15 Accrual Report (Deliverable 0.2.A)
- Three Monthly Vouchers (Deliverable 0.2.B)
- Q2 Quarterly Performance Report (Deliverable 0.3.B)
- Contracts Compliance Specialist TOR (Deliverable 0.4)

III. LEARNING AND ADAPTING

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

In Q1 FY14, the MI results chain was revised to reflect the rescoping of the project that was done during the strategic planning retreat in September 2013 and during development of the FY14 work plan. The results chain was further updated in September 2014 and in Q1-2 of FY15, based on the changing scope of IR2 and 3. This updated results chain is shown in Figure 3, below. MI updated its PMP and associated indicators in Q3 and submitted a draft of the revised PMP to the E3/FAB COR for review. The PMP and indicators will be refined and resubmitted in Q4 in order to reflect inputs from the COR and updated targets across all IRs. Once this revised PMP is approved, MI will report against the new set of PMP indicators.

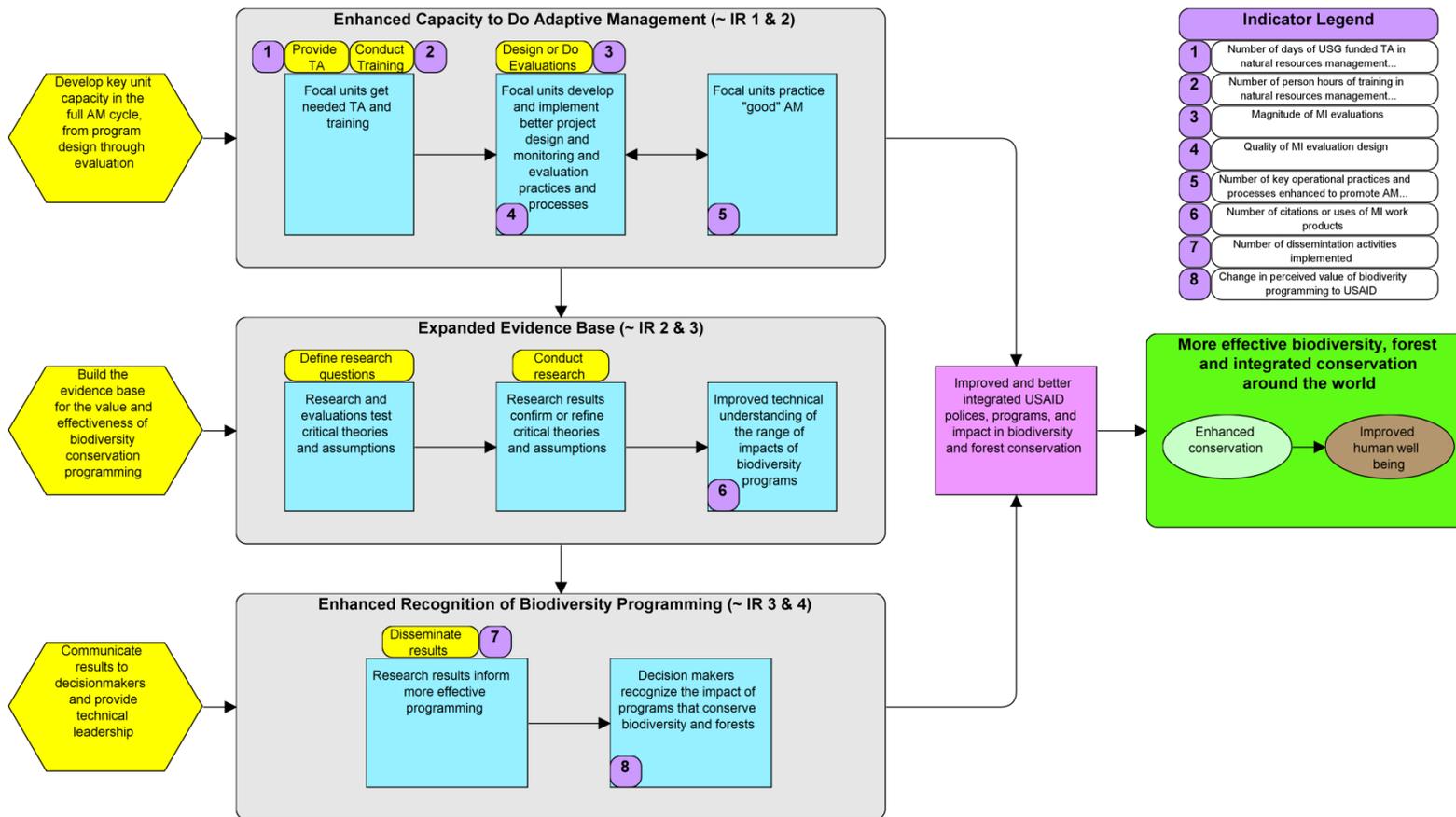


Figure 2: MI FY13 Results Chain

Measuring Impact
April 15, 2015

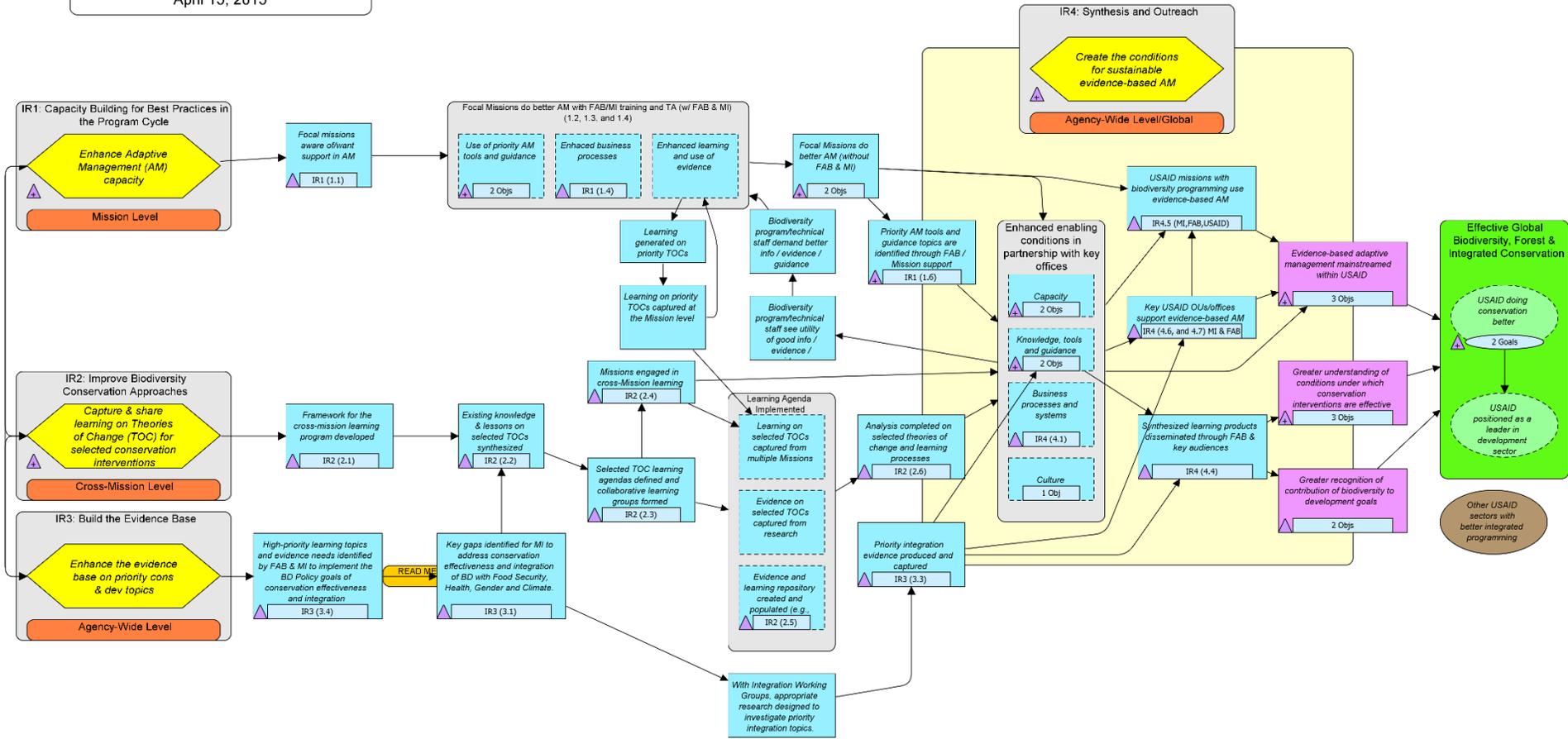


Figure 3: MI FY15 Results Chain

MONITORING RESULTS

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

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

Indicator Number	Indicator	Annual and Life of Project Targets						FYs 13-14 Totals	FY15 Totals	LOP Totals
		Annual Sub-totals		FY15	FY16	FY17	Total			
		FY13	FY14							
Enhance Capacity to Do Adaptive Management										
#1	Number of days of USG-funded TA in natural resources management and/or biodiversity provided to counterparts or stakeholders	300	1,800	1,700	1,900	1,200	6,900	1,436.56	729.89	2,163.45
#2	Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance	800	1,600	1,800	1,800	1,200	7,200	4,812	4,141	8,857
#3	Magnitude of MI evaluations	\$75k	\$975k	\$850k	\$700k	\$700k	\$3.3M	\$422,873	\$10,049	\$432,922
#4	Quality of MI evaluation design						20% exclusive 15% shared 5% reviewer <1% no engage	45% increase from baseline	N/A	45% increase from baseline
#5	Number of key operational practices and processes enhanced to promote the application of AM at the institutional level						TBD	N/A	N/A	N/A
Enhance Recognition of Biodiversity Importance										
#6	Number of dissemination activities implemented	10	20	30	40	30	130	29	46	75
#7	Number of citations or uses of MI work products	50	200	400	500	500	1,650	0	3	3

TESTING ASSUMPTIONS

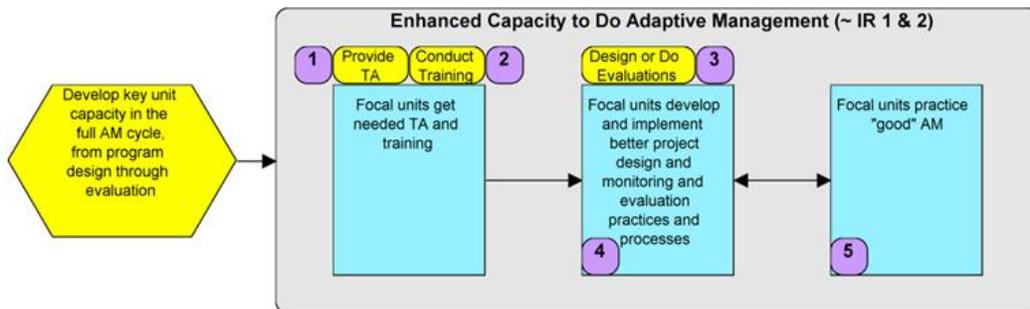
MI THEORY OF CHANGE

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

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

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

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



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

MI provided 270 days of TA in Q3 FY15, which falls short of the prorated FY15 target of 1,275 days of USG-funded TA. However, it is notable that MI far exceeded its prorated target for this period and the life of project to date for number of training hours (Indicator 2). This weighting toward training rather than TA reflects MI's modified understanding of Mission needs, which was not understood during development of this PMP. MI plans to address this modified understanding in the revised PMP.

IR1, IR2, and IR3 shared delivery of TA in Q3. IR1 delivered 39 percent of TA, IR2 delivered 37 percent, and IR3 delivered 24 percent. IR4 delivered a negligible amount of TA, most of IR4's assistance was in training.

Of the total 270 days of TA, approximately 40 percent was provided to Missions and 60 percent to E3/FAB. A substantial amount of the TA provided to Missions in Q3 was delivered in service of three Mission site visits to Peru, SAR/Colombia, and Madagascar. The table of Mission TA within the IR1 Project Accomplishments section of this report provides a summary of the outputs of the technical assistance provided to Missions during Q3.

The remaining 60 percent of TA provided by MI was in service of E3/FAB. The majority of TA provided to E3/FAB was focused on the implementation of research activities, such as the BDRA, wildlife trafficking, constituency building, integration, sustainable livelihoods, and gender and governance. Furthermore, a significant portion of IR2's TA to E3/FAB was allocated to the refinement of the CWC situation model and TOCs, defining key results following the March workshop, drafting a summary report, and engagement with Missions on CWC learning group feedback.

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

Type of Assistance	Total Days of TA
TA provided to Missions	105.55
CARPE	13.38
Indonesia	0.29
Madagascar	30.14
Mozambique	1.81
Nepal	1.48
Peru	31.30
Philippines	3.16
RDMA	4.69
SAR/ICAA	20.04
Uganda	0.13
TA provided to E3/FAB	163.50
TA provided to non-focal Missions	0.5
Total	269.55

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

MI hosted three trainings in Q3 FY15, two Miradi software trainings for Margaret Harritt and a week-long workshop in the Peru Mission, totaling in 830.5 person-hours. Of these person-hours, 48 percent were for male participants and 52 percent were for female participants. These trainings were attended by 24 staff, of which 11 were males and 13 were females.

Almost all total person-hours of training (828 hours) were provided to the Peru Mission during a week-long training on integrating biodiversity conservation and GCC/SL components in the PAD. The training was attended by 23 Mission staff, of which 12 were female and 11 were male participants. This training amounted to approximately 67 percent of the total person-hours of training to Peru by MI.

INDICATOR 3 – MAGNITUDE OF MI EVALUATIONS

MI did not log data on the Magnitude of MI Evaluations this quarter, reflecting the restructuring of the MI PMP. This indicator has been rescoped, with agreement from E3/FAB, and will be included in the new PMP. The revised indicator will capture the magnitude of biodiversity-funded programming that is evaluated using MI-designed or –influenced scopes or work or approaches.

INDICATOR 4 – QUALITY OF MI EVALUATION DESIGN

MI did not assess any evaluation scopes of work to determine the quality of MI evaluation design during Q3 FY15. In Q3, MI initiated the development of SOWs which will be finalized in Q4, but will not report on these in Q3. MI will provide a report on this indicator in the Annual Report.

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

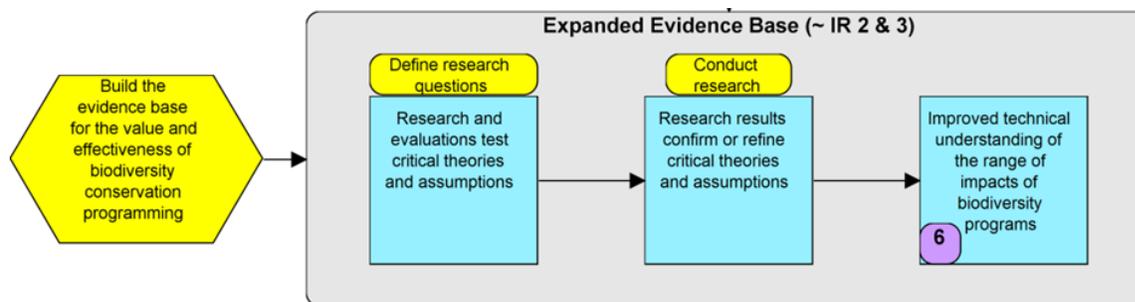
This indicator has been modified in the revised PMP to reflect the number of key business processes and policies and learning practices enhanced to promote the application of best practices in implementing the Program Cycle in USAID biodiversity programs. In Q4 MI is finalizing the definition and targets for this indicator.

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

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

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

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



INDICATOR 6 – NUMBER OF DISSEMINATION ACTIVITIES IMPLEMENTED

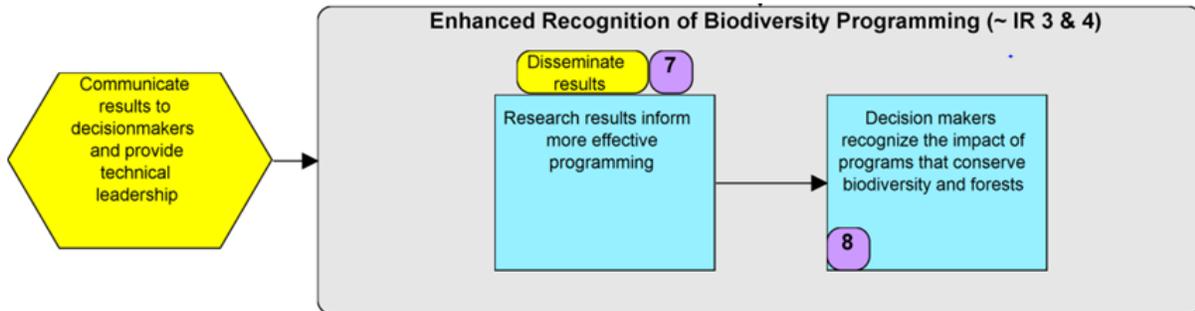
MI delivered 17 dissemination activities in Q3 FY15, of which sixteen were verbal presentations, and one was an active circulation. All of the dissemination activities were delivered to USAID; three of these included extensive participation from non-USAID staff, including staff of other US government agencies and implementing partner organizations. Fourteen dissemination activities were delivered by IR2, two were delivered by IR3, and one was delivered by IR4. With these disseminations, MI has exceeded the FY15 target of thirty dissemination activities. MI expects more activities in Q4 FY15. The full list of dissemination activities for Q3 follow:

- IR2:
 - CWC Metrics Webinar – Concept Models and TOCs
 - CWC Metrics Webinar – Indicators (Asia)
 - CWC Metrics Webinar – Indicators (LAC/Africa)
 - CWC Metrics Calls on Key Results in TOCs 1, 2, 3, and 6 (Five)
 - CWC Metrics Calls on Indicators in TOC 3
 - CWC Metrics Draft Report Dissemination
 - Conservation Enterprises Learning Agenda Calls (Four)
- IR3:
 - Constituency Building Webinar
 - Biodiversity and Development Research Agenda Webinar
- IR4:
 - SCAPES Presentation to USAID Biodiversity Working Group

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

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

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



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

MI, with agreement from E3/FAB, will no longer be tracking this indicator. Through indicator 6 in the revised PMP, MI will focus on data collection of dissemination activities that include peer-reviewed publication, grey literature publication, verbal presentations, active circulation and postings.