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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: 2009 WORKPLAN



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BACKGROUND

USAID's Capitalizing Knowledge, Connecting Communities (CK2C) Program will be implemented over the period October 1st 2007 to September 30th 2009. CK2C builds on lessons learned and impacts generated by natural resource management (NRM) initiatives. FRAME, CK2C's predecessor project, included Stocktaking and Community-of-Practice components designed to help the development community work smarter and more strategically by capitalizing on lessons learned in the field and strengthening the roles played by NRM champions in critical decision making. CK2C will continue to pursue these objectives by managing and developing the FRAME website (www.frameweb.org), conducting stocktaking activities to research and share NRM best practices, and designing a competency-based NRM training program for USAID.

The CK2C team is comprised of Development Alternatives Inc. (DAI), Academy for Educational Development (AED), and Training Resources Group (TRG).

Andrew Watson, of DAI, is our Chief of Party and technical lead for stocktaking activities. Andrew has 25 years of experience in NRM, biodiversity conservation, and environmental policy with years of field experience in Malawi and Madagascar.

Carmen Tedesco, of AED, is the Knowledge Management Specialist responsible for coordinating and facilitating activities (networks, workshops, trainings etc.) around topical NRM themes. Carmen has over 8 years experience of international development specifically in natural resource management and geospatial conceptualization, creating innovative knowledge services to share lessons learned, disseminate knowledge, and connect people and communities using a range of information systems and technologies.

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

Sarah Schmidt, of DAI, is the Participation and Outreach Manger, responsible for supporting FRAMEweb members through training, IT support, and communication. Sarah has over seven years of development experience in community based development, training, and knowledge management, with years of field experience in Panama.

The CK2C and FRAMEweb Support Team include Web Designer Cynthia Canelas, System Administrators Emir Pilav and Sanjin Sahadzic, Project Coordinator Rachel Chapman, and GIS Team members, Bob Bouvier, Ioana Bouvier, and Helena Smolich.

The present work plan covers the period from October 1st 2008 to September 30th 2009.

The work to be performed under this Task Order shall consist of three tasks. The following do not need to be chronologically implemented in the order in which they are presented. However, it is assumed that a number of these activities will run in parallel.

Task 1: Assessing and Analyzing Natural Resources Management Successes

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

Task 3: NRM Competency-based Training

The following workplan describes the specific activities that will be undertaken on each of these tasks during the period ending September 30th 2009. Under each Task we have identified sub-tasks and activities and have described the purpose, the responsibilities, the timing and the specific outcomes of each activity.

Biodiversity reporting

Annex 1 of this annual report comprises the updated CK2C performance monitoring plan gauging progress towards achieving performance and impact targets. Impact indicators have been selected to correspond to USAID “F-indicators” relating to biodiversity conservation and natural resource management objectives. CK2C will report against three principal biodiversity conservation indicators:

1. Number of policies, laws, agreements, or regulations promoting sustainable NRM and conservation that are initiated as a result of U.S. government assistance (Task 1)
2. Number of people receiving U.S. government-supported training in NRM and/or biodiversity conservation (Task 3)
3. Number of people receiving USG supported training in global climate change including Framework Convention on Climate Change, greenhouse gas inventories, mitigation, and adaptation analysis (Task 3)

Task 2 activities will contribute to these objectives by 1 – supporting the Task 1 stocktaking activities and related Communities of Practice; and 2 – facilitating web-based e-learning and information sharing related to Task 3 training activities.

As of November 30th 2008, CK2C budgetary expenditure against the three tasks and against biodiversity funding was as follows.

	Tasks 1 and 2	Task 3
Non-biodiversity funds expended	\$246,716.10	\$56,168.66
Biodiversity funds expended	\$63,012.80	\$140,693.88
Total spending	\$309,728.90	\$196,862.54

TASK 1: ASSESSING AND ANALYZING NATURAL RESOURCES MANAGEMENT SUCCESSES

The overall objective of this task is to increase the understanding of successful approaches and actions in integrating natural resources management, economic growth, and governance in programs targeting NRM.

The CK2C Team will undertake at least two Natural Resource Impact Assessments (also referred to as Stocktaking). At this time, we are in the final preparatory stages of a stocktaking that will focus on community-based forest management in Kalimantan and a second stocktaking that will focus on community-based natural resource management in southern Africa is in design. The continuation of the USAID Natural Resources Impact Assessments (NRIAs) is crucial to positioning CK2C as a platform for thought leaders and champions of NRM not only to showcase lessons learned, but also to develop relationships to be nurtured as CoPs. The assessments that will be conducted under CK2C will focus in part on climate change adaptation strategies. This theme has been selected because of the growing concern that many rural poor in the developing world will be disproportionately affected by the impacts of deteriorating climatic conditions. The CK2C Team will work with the EGAT/NRM/ Land Team and the EGAT/ESP Climate Change Team to coordinate USAID funded climate change tools and approaches.

At the macro level, although many donors, universities, and others are engaged in studies of climate change, much of this work is not coordinated, and it is difficult to see the “big picture.” At the micro level, there is considerable anecdotal or unpublished information on adaptation, but much is not accessible to NRM practitioners in a readily usable format. Under the direction of Chief of Party Andrew Watson, CK2C will conduct a review of climate change adaptation relating to community forest management in Indonesia and natural resource management in southern Africa, with results to be posted as an annotated bibliography to the FRAME website and distributed to partners in CD format.

The NRM impact assessments will differ from formal evaluations in several critical ways. First, the CK2C Team will identify impacts on (a) poverty reduction and/or economic growth, (b) governance, and (c) degradation reduction that can be plausibly linked to NRM. Second, the Team will identify the enabling conditions that contributed to the impacts and the programmatic actions that contributed to establishing the enabling conditions. Third, the Team will ensure that host-country practitioners play a major or lead role in the field work, analysis, and discussion and dissemination of the findings.

We will use an assets-based approach to the information-gathering portion of both stocktaking exercises, emphasizing the full integration of local partners and practitioners as part of the assessment team. With the completion of each assessment, CK2C will organize an in-country (or regional, if appropriate) forum to present and discuss the findings among NRM champions and other interested stakeholders. CK2C will also pursue partnerships with selected companies to help advance appropriate solutions to pressing environmental concerns that affect the livelihood of local communities.

Upon completing the field-based exercises, we will organize a Washington, D.C.-based wrap-up workshop with the senior local member of the assessment team presenting the findings. The proceedings of all workshops, along with the assessments, will be catalogued on the FRAME website for access by the larger NRM community.

The overarching objective of these stocktaking exercises is to contribute to policy and legislative reforms that will improve the management of natural resources and conservation of biological diverse landscapes, ecosystems and communities of flora and fauna. This is the specific biodiversity conservation objective of Task 1 of CK2C. CK2C will help identify 1 - policy weaknesses and 2 - deficiencies in people's understanding of the benefits of biodiversity conservation in places where these shortcomings are believed to contribute to the specific threats facing biodiversity in specific countries and regions. In this regard, all activities will contribute to achieving positive impact on biodiversity through threat reduction as gauged by the CK2C PMP indicators.

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

Purpose: FRAME has developed and supported several stocktaking exercises and Communities of Practice (CoPs) in the past but the outcomes have been variable. Some CoPs remain active and vibrant while others have lapsed. Our goal is to select themes for stocktaking that are not only of interest to USAID but that also engender sufficient interest and enthusiasm locally that they will create self-sustaining CoPs. These local practitioners will advocate for change and catalyze “scaling-up” of interventions that will help combat resource depletion.

Approach: Five possible themes were identified in 2007/2008 and initial e-mail discussions were launched to assess interest in pursuing these.

1. Forest conservation in Kalimantan – with an emphasis on community-based conservation activities.
2. Management of inland fisheries in East and Central Africa (where current projections suggest climate will become drier over the next few decades).
3. Miombo woodland (brachystegia) management in East Africa – with an emphasis on opportunities to tap carbon funds to improve financing and income generation.
4. Community-based forest management in West Africa – with an emphasis on the forest belt.
5. Dryland forest management in the Sahel, which has already generated considerable debate through FRAME.

CK2C have first canvassed groups of local experts and interested parties to assess their interest in participating in Internet-based discussions that may lead to a formal stocktaking exercise. The most important goal has been to identify two or three key individuals for each theme who are willing and able to be champions in the process of stocktaking as well as leaders in the discussion forum. Since only two themes will ultimately be selected for formal stocktaking through CK2C, we anticipate that other themes may be elevated to Communities of Practice that can be hosted by FRAME.

Activities: Of these themes, a detailed scope of work and potential technical assistance has been identified for the first. Currently, we expect that the exercise will be launched in January 2009. The second theme has evolved into a broader exchange of knowledge and information that will be elevated to a FRAME

discussion group of Community of Practice in late 2008. The third theme will be expanded to include broader issues of community-based natural resource management in east and southern Africa that will be developed into a stocktaking exercise in 2009.

The fourth and fifth themes have generated e-mail discussions but have not yet generated sufficient broad interest to be elevated to FRAME discussions or Communities of Practice. In the case of the African inland fisheries discussion, CK2C will collaborate with the World Fish Center to facilitate the discussion. Specific tasks are as follows:

- Engage the existing e-discussion group (and other potential members) in an e-mail exchange to identify specific topics on which to focus the technical discussion.
- Work with CK2C knowledge management specialist Sarah Schmidt and Carmen Tedesco¹ to elevate the discussion to the FRAME web-site.
- Explore the use of “geospatial tools” being developed under CK2C to inform and broaden the technical scope of the discussion (see below under Task 1.3).
- Ensure that the input into the discussion is captured via e-mail threads or (preferably) the discussion threads maintained by the FRAME website.
- Provide brief weekly updates to the CK2C team on progress of the discussion to be used in public communications.
- Prepare a brief summary of discussion findings to be used as a knowledge product on FRAMEweb and provide lessons learned about the process of building discussions and Communities of Practice using FRAME. Provide recommendations for facilitating or managing discussions.

Outcome: four or five Internet-based discussions launched – two of which to be selected for stocktaking.

Responsibilities and Timing: Andrew Watson – in addition to the two proposed stocktaking exercises, two FRAME-based discussions or Communities of Practices active by the end of 2008.

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

Purpose: Having now selected two themes for formal stocktaking, CK2C will convene a local or regional forum for each and develop a detailed plan for the stocktaking exercise. This forum will help identify key collaborators and local champions who will lead the exercise with support an oversight provided by CK2C.

Approach: Stocktaking will involve literature surveys, data collection and possibly site-specific field assessments. The responsibilities for undertaking this work and for funding the different activities will fall to CK2C and partner organizations that CK2C will identify.

¹ We are currently awaiting USAID approval to engage Ms. Tedesco on CK2C.

The CK2C Stocktaking activity will be aimed at feeding experiential knowledge about current best practices into program and project designs aimed at conserving Kalimantan's forests and Orangutan habitats. Forest management in Kalimantan reflects a broad array of different governance arrangements, management practices and livelihoods benefits. These forests are also of critical importance to the conservation of biodiversity – including critically endangered species such as the Orangutan – and to climate change mitigation. Recent studies of the major fires that occurred in Kalimantan in 1997 have shown that between 0.8 and 2.57 Gt of carbon were released into the atmosphere. This represents between about 13 and 40% of the mean annual global emissions from fossil fuels (Page et al., 2002; Langner et al., 2007). Clearly, forest fires in Kalimantan are a potentially huge influence on global climate change. We anticipate building upon the Guiding Principles for Developing Collaborative Management Initiatives that Deschamps and Hartman (2005) outlined:

Focus on the link between healthy ecosystems and sustainable livelihoods. The Segah collaborative management project showed that healthy forest ecosystems can provide higher levels of economic benefits than agro-based or even mixed forest/agro-based communities. To the host community, the greatest benefit of these functions is the livelihoods that they support. The stocktaking exercise would also attempt to identify the potential positive effects of economic improvements on natural ecosystems.

Let the community guide the process, but provide them with sufficient information and expertise to make informed decisions. The collaborative management projects in East Kalimantan and demonstrate that using existing management structures (i.e., Adat) supported by focused external resources and the introduction of easily understood new concepts (e.g., management bodies, community conservation agreements) develops project ownership by the community and builds a long-term commitment to conservation (Deschamps, 2004). In order to ensure that communities are empowered with decision-making abilities, it is critical that land tenure/rights of use be formalized without detriment to host communities. The stocktaking will also assess whether community-based governing structures are representative and transparent and will explore how effective community-based organizations have been in managing NRM-based enterprises.

Develop and execute forest management initiatives with a long-term vision. Activities should be initiated in which the host community has the need, capacity and resources to continue post-intervention. Projects can easily become unsustainable as a result of high levels of external input with no clear strategy for supporting capital-intensive activities (e.g., infrastructure) once the primary donor agency has withdrawn. In order to avoid such a dilemma, a comprehensive exit strategy must be developed by the primary project facilitator.

These are just three of the recommendations of recent studies. Undoubtedly, there are other conditions that have resulted on sound and sustainable management of forests in Kalimantan. The goal of the stocktaking is to identify the specific enabling conditions that have engendered successful forest management at different locations and to build a set of principles for sound forest management that can be used to inform other forest management initiatives in the region. The stocktaking will review earlier work and examine three to five additional cases where different ecological, economic, socio-cultural conditions prevail and where different systems of forest governance are in place. The intention is to try to isolate the factors that have led to success across a broad array of cases. Beyond this, the stocktaking will be undertaken by a team of experts that will engage a broad range of stakeholders in consultations and discussions. This process will provide visibility that in turn will attract the attention of government, donors and other parties that are in a position to influence forest management practices in Indonesia.

The second proposed stocktaking will aim to tap the wealth of experience and knowledge of community-based natural resource management in southern Africa to assess what basic assets and enabling conditions have engendered success. Southern Africa presents an excellent regional case because there is a diversity of environmental, socioeconomic and policy conditions. Some countries have built up effective CBNRM programs around managed hunting of wildlife in community lands. Elsewhere, wildlife management has not played a role but the commercialization of non-timber forest products has generated improved management of natural assets and resulted in improved livelihoods and better governance. The stocktaking will draw on this wealth of experience that stretches back nearly 40 years in some countries.

Outcome: For each stocktaking exercise, a formal document that summarizes the discussions and provides an inventory of available information.

Responsibilities and Timing: Andrew Watson with technical support from local experts and consultants. The first stocktaking exercise will be launched in the first quarter of 2009. The second stocktaking will be scheduled for the first or second quarter of 2009 with the timing to be determined based on discussions with local partners in southern Africa.

SUB-TASK 1.3: REPORT AND DISSEMINATE FINDINGS

Purpose: The goals of the stocktaking exercises are at least two-fold – first, to provide local experts with the resources and tools to be able to undertake a formal analysis of a crucial natural resource management issue that has been successfully addressed but perhaps has not been widely communicated. Second, build broader support to help local experts and champions advocate for changes in policies or implementation activities that will promote widespread dissemination and adoption of improved management strategies.

Approach: CK2C will organize briefings and other forums in Washington or in regional locations that will enable champions to describe the results of the stocktaking initiatives. In addition, we expect to elevate the Internet-based discussions and information sharing to a full Community of Practice on the FRAME website.

The overall objective of this is to increase the understanding of successful approaches and actions in integrating natural resources management, economic growth, and governance in programs targeting NRM. CK2C will also develop a web-based tool that will enable us to facilitate the sharing of spatial information relating to the two stocktaking themes as well as catalyze discussion. The following activities will be undertaken:

1. Develop, test and deploy the use of an interactive web-based map of NRM best practices as part of the Ck2C website;
2. Working with communities of practice, identify spatial data to be acquired or developed for selected Ck2C stocktaking themes.
3. Request feedback from participants and engage them in a discussion about using spatial information to gain insight into climate change adaptation. The datasets will be developed around a CK2C NRM theme, selection of the thematic material will be part of a consultative process with the client and stakeholder. Example themes include:
 - • Indonesia: community based forestry in Kalimantan

- • Community based natural resources management in Southern Africa including miombo woodland management in East Africa (miombo extent, communities living in the miombo area, community maps, etc).
 - • Management of inland fisheries in East and Central Africa (vegetation index datasets showing progression of dry areas over time).
4. Conduct spatial analysis on identified NRM issues and documented successes addressing these issues
 5. Present the findings of the stocktaking activities in a final wrap-up workshop.

Outcome: Formal presentations and published materials.

Responsibilities and Timing: Andrew Watson support by CK2C Geospatial Specialists – to be completed for the first stocktaking in the first quarter of 2009.

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

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

Approach: CK2C will encourage FRAME-based discussion groups to consider becoming formal CoPs on the FRAME website if the participants feel this would be useful for accomplishing their goals. When we identify other groups that might benefit from becoming FRAME CoPs, we will solicit their interest. We anticipate that CK2C stocktaking activities will create momentum and interest in forming CoPs – either using FRAME or other ways to share knowledge and ideas.

Activities:

1. Mentor CoP champions and moderators to affectively manage communities and discussions.
2. Initiate and manage at least three online discussions to deepen understanding of key topics for the NRM community.

FRAME CoPs will be supported by CK2C through the development of specific training tools and mentoring. These are described below under Task 2.2.

Outcome: Create and sustain at least three CoPs by the end of 2009.

Responsibilities and Timing: Andrew Watson with support from Carmen Tedesco (Task 2.2) and Sarah Schmidt. Discussion subject matter moderating may be provided by STTA.

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

USAID's work in natural resources management (NRM) is by definition multi-sectoral and global in scale to capture the complexity of the systems involved and provide benefits at the local level. To support knowledge sharing and adoption of best practices, USAID developed the FRAME project, first under the Africa Bureau and later managed through the EGAT Bureau's Land Resources Management Team and the Capitalizing Knowledge, Connecting Communities (CK2C) Task. The original FRAME project developed web-based tools to connect the NRM community, disseminate relevant information, and give voice to NRM Champions.

The primary objective of this task is to build upon and expand the existing FRAME website under the new CK2C model and provide continued support to communities of practice, NRM partners and additional support to USAID training efforts. Task Two supports both Tasks One and Three with online resources for NRM stocktaking and USAID training.

Web-based tools offer the benefits of a community commons to share documents and discussions. The CK2C team will redesign and deploy FRAMEweb using Tomoye's latest Community of Practice (CoP) software platform - ECCO 2.1 - to build a more reliable, efficient and easy to use online tool to support stocktaking, communities, partners and training.

The CK2C team will focus on the following sub-tasks under Task Two:

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

The overarching objectives of these activities are 1 - to contribute to stocktaking exercises and related knowledge sharing the support policy and legislative reforms that will improve the management of natural resources and conservation of biological diverse landscapes, ecosystems and communities of flora and fauna and 2 – support CK2C training activities (Task 3) that deliver skills and build capacity for improved management of natural resources and conservation of biodiversity. CK2C will focus its efforts on improved sharing of information in cases where inadequate availability of such information is believed to represent a threat to biodiversity conservation. CK2C will help reduce these threats by improving communication of conservation messages and helping manage knowledge that is believed to be essential for sound conservation of biodiversity in specific countries and regions. In this way, CK2C will help reduce threats to biodiversity by focusing all Task 2 activities on achieving positive impact on biodiversity as gauged by the CK2C PMP indicators.

SUB-TASK 2.1: MANAGE THE FRAME WEB SITE

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

Approach: Through use of state-of-the-art software and hardware, the CK2C team will provide reliable, secure access to features supporting online document sharing, discussion forums, and web site hosting. The team will utilize new technologies supporting communications and analysis including geographic information systems and social media such as blogs, wikis and news feeds via FRAMEweb 2.0.

Activities:

1. Launch FRAMEweb 2.0 using Tomoye's ECCO 2.1 – this includes redesign of the FRAME logo, trilingual templates, Library holding migration to USAID's RM Portal, Partner Page re-communication, and Community discussion archiving and documentation.
2. Add and update content on the web site with the use of RSS feeds and links to the RM Portal research library, with particular emphasis on emerging issues such as climate change.
3. Upgrade and update the online help and other support functions to encourage use of the website.

Outcome: The redesigned FRAME web site will be refocused to utilize the Communities of Practice approach to knowledge sharing and feature new topic sections on emerging issues in collaboration with the RM Portal for research content. The FRAMEgram e-newsletter will be distributed bi-monthly. Appropriate training and training material will be completed and available through the web site and face-to-face training.

Responsibilities and Timing: Sarah Schmidt will lead the web site redesign effort to be completed by November 2008. Sarah Schmidt and Carmen Tedesco will facilitate content for the topic sections via RSS feeds and the RM Portal Library and develop online training materials. To be completed by the end of the first quarter with content update continually through life of project.

SUB-TASK 2.2: SUPPORT COMMUNITIES AND PARTNER ORGANIZATIONS

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

Approach: Communities under FRAME have been highly successful when there is a shared understanding of the value of collaboration and an appreciation for the outputs from that process. To help support strong communities and include a wide range of participants, CK2C will use a two-tiered

approach. The community guidance developed under the project will help set the norms and expectations for community participation and bolster community leaders. Active engagement and facilitation, as outlined in Task 1.4, of select communities will further support a collaborative environment for shared discovery and solutions.

Activities:

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

Outcome: The publicized community guide will not only help reinforce efforts within CK2C, but as an online open resource it will also contribute to learning on a larger scale about how to foster collaboration and generate results. It is anticipated that the online communities themselves will contribute to the body of NRM knowledge through dialogue, documents and concrete solutions all captured on FRAME. The CK2C team will support Partner Pages with a community focus, stocktaking communities and other NRM communities with the community guide and active facilitation and leadership mentoring for improved results from collaboration outlined in Task 1.4.

Responsibilities and Timing: Sarah Schmidt and Carmen Tedesco, with input from the CK2C team, will facilitate communities and mentor community leaders. The guide is to be implemented by the middle of the first quarter and promoted continually through the life of project.

SUB-TASK 2.3: CAPACITY BUILDING AND COMMUNICATIONS

Purpose: CK2C offers powerful web tools to enhance valuable collaboration and learning. That power, however, takes some investment in skills and training to be fully realized. Similarly, an investment in communications about the tools and communities themselves is essential to spread their benefit in a readily understandable form to the audiences for CK2C. Training and communications will support successful adoption and adaptation of the CK2C approach to collaboration and stocktaking.

Approach: Building on the community guide created in year one and the online quick training material for FRAMEweb 2.0, the CK2C team will deliver targeted training on community participation and use of the web tools. A blended learning approach mixing face to face, online conferencing and e-learning material will provide a multi-level system to engage learners. Research and pilot development of e-learning methods will also support sustainable training in environment and NRM practices for USAID under Task 3 to build organizational capacity as well. Through e-newsletters and distribution of CK2C products using FRAMEgram, the team will share the ongoing benefits of the FRAME web site and the results of the stocktaking investigations.

Activities:

1. Conduct training sessions on the CK2C website and management of communities for broader use of these tools.
2. Implement new online tools and technical approaches and e-learning applications to extend the benefits of online tools.

3. Distribute FRAMEgram (bimonthly) for improved knowledge sharing.

Outcome: Updated quick reference guides, “How To” videos, and the CoP wiki will allow FRAME network members to concentrate on content versus technology. By providing simple step-by-step instructions on utilizing new tools as well as process guides on how to build, grow and manage Communities, FRAME will empower users to contribute and expand their knowledge and network. The use of e-mail based subscriptions and “push” based communication strategies, including FRAMEgram newsletters, will keep users informed and involved directly where they do work most, increasing site activity and information flow.

Responsibilities and Timing: Sarah Schmidt, Carmen Tedesco, and the CK2C IT support team will create and publish user and training guides by the end of the first quarter to coincide with the FRAME 2.0 launch. This team will also provide members and Partner with on-demand support. Sarah Schmidt will manage and publish the FRAMEgram newsletter bimonthly, with input from the CK2C team.

TASK 3: NRM COMPETENCY-BASED TRAINING

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

USAID requires skilled technical staff to manage a diverse portfolio of natural resource management activities. While the Agency continues to invest in the environment sector, the management of these programs has increasingly become part of the responsibilities of staff that may not possess strong technical skills and experience in natural resources management.

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

During the first year of the project, CK2C project team and EGAT staff launched a competency based Environment and Natural Resources Management (ENRM) Course based on the experience and lessons learned from the previous AENRM course delivered in 2005, a training needs assessment conducted through interviews, surveys and focus groups and a set of competencies developed for medium level USAID staff working on environment and NRM. The course has been very well received and has been designed and documented to be delivered multiple times. This work-plan includes three more deliveries of the ENRM course in Africa, Asia and Washington DC.

As stated in the 2008 work plan, distance learning (DL) opportunities are a key component of this learning strategy. Therefore CK2C will design two distance learning (DL) courses as a way to implement a blended learning approach. This blended approach includes the ENRM face to face (F2F) course launched in 2008, plus specific technical modules to be delivered a week after the F2F course and the DL (foundations and advanced) courses.

During this period October 1 2008 to September 31st 2009, CK2C will finalize a matrix with learning Opportunities for USAID staff working on environment/NRM programs, implement a F2F training program composed of multiple deliveries of ENRM overview course, launch two DL courses: 1)A Foundations DL course and 2) DL Advanced course and will initiate an e-mentoring program.

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

The overarching objectives of these training activities are: 1 – to build the capacity of individuals and institutions to improve the management of natural resources and conservation of biological diverse landscapes, ecosystems and communities of flora and fauna; and 2 – to build the capacity of individuals and institutions to support adaptation to climate change. By improving understanding of the importance of

biodiversity conservation and providing trainees with the knowledge and tools for implementing improved conservation, CK2C will alleviate one of the threats to biodiversity in USAID target countries and regions: the project will improve the capacity of USAID staff to design and manage the implementation of biodiversity conservation programs. In this regard, all activities will contribute to achieving positive impact on biodiversity as gauged by the CK2C PMP indicators.

Note: CK2C team is developing a more detailed activity schedule to facilitate project management of Task 3.

SUBTASK 3.1: FINALIZE NRM TRAINING RESOURCES –MATRIX WITH COMPETENCIES AND LEARNING OPPORTUNITIES, WEB BASE CALENDAR AND VIRTUAL LIBRARY.

Purpose: Create a set of learning resources to help USAID staff managing environment/NRM programs acquire proposed competencies.

Approach: CK2C will generate three different learning resources: the matrix with competencies and learning opportunities (DL and F2F), an interactive web based training calendar and a virtual library.

3.1.1. Matrix with competencies and learning opportunities (DL and F2F): This matrix is the result of the analysis of the training needs assessment, competencies and current training opportunities offered by EGAT, USAID Human Resources and the Foreign Service Institute (FSI). CK2C will identify the learning gaps between existing learning opportunities for USAID staff working on environment and proposed competencies and will make recommendations to fill identified gaps.

Activities required finalizing this matrix:

1. Final review of existing USAID Natural Resources Management training inventory.

This activity includes:

- Select courses or learning resources to be included in the final inventory. Selection will be made based on content relevance and participants' access. Some courses are not yet available or were delivered only once.

2. Finalize a matrix with competencies and learning opportunities.

Responsibility and timing: Patricia Garcia and Andrew Watson. By December 2008.

3.1.2. Create an interactive web-based venue to maintain an updated training calendar. CK2C has worked with USAID/EGAT Training Coordinator to update the existing calendar available in EGAT intranet. Currently, the calendar is being managed and updated by USAID/EGAT Training Coordinator.

This activity includes:

1. Prepare a report about current state – advances, challenges, decisions needed to be made.
2. Finalize calendar and promoting it based on decisions made above.

Responsibilities and timing: Sarah Schmidt (April 2009).

3.1.3. Virtual Library for EGAT/NRM training materials

This activity includes:

1. Definition of content and structure of virtual library and mechanisms for maintenance
2. Proposal of virtual space, inventory and recommendation.
3. Populate and organize virtual library content
4. Launch and promotion of the virtual library

Responsibilities and timing: Sarah Schmidt, working with the web based platform host, will design a virtual library space to make EGAT/NRM training materials available to USAID staff (April 2009).

Outcomes:

- Matrix with Competencies and Learning Opportunities and document with recommendations.
- Training calendar hosted and updated in a specified website.
- Virtual library with content uploaded in specified web location.

SUBTASK 3.2: DL FOUNDATIONS COURSE – DESIGNED, DELIVERED AND ASSESSED

Purpose: Design, deliver and assess a DL ENRM Foundations course. The course will allow USAID staff working on environment/NRM to define basic concepts of the environment as they relate to human and economic development and articulate the scales at which development interacts with the environment and vice versa. The course will address the basics of ecological processes, environmental goods and services and will explain the “vocabulary” of environment and environmental development. A secondary objective of this course is to promote a learning community by encouraging online learners to participate in learning forums (asynchronous).

The course will include readings and other references as appropriate.

Approach: This DL ENRM Foundations course will be a pre-requisite for the F2F ENRM overview course and will be offered three times during 2009 (May, July, September) three weeks before each delivery of the F2F ENRM Overview course.

The audience of this course will be staff with no background on NRM, for example Economic Growth staff managing environment programs.

CK2C has identified the “learning Center” hosted in the rportal (Moodle based) as the platform to develop and deliver the DL courses. After three deliveries as a pre-requisite of the F2F ENRM course, this DL Foundations course can be offered alone with minimum trainer support..

Activities:

1. Select content/technical focus of the training: CK2C team will make a proposal and define content based on consultations with USAID CK2C core training team.
2. Promote the course and register participants: includes announcement about the course, LMS posting, registration and follow up.

3. Design the DL Foundations course: CK2C Team will lead content development and design of this course with USAID EGAT training team input. This stage includes the selection of the most appropriate adult distance learning methodologies/tools to ensure learning and engagement. A final product will be the course materials posted in the rmportal/learning center.
4. Design and deliver a TOT on Moodle and DL tools/methodologies. In this TOT USAID trainers will learn to navigate rmportal/learning center and will understand how the Foundations course works. A “Trainers Guide” will support this TOT.
5. Deliver and monitor DL Foundations course. The course will be mostly asynchronous, requiring a minimum participation of a trainer/facilitator to monitor students input during the forums and to establish connections with the F2F course.
6. Assess DL Foundation course: This assessment will include not only content effectiveness but also technical functionality and will consist of a final evaluation at the end of each course. CK2C adult learning specialist will produce a report after each course.
7. Finalize DL ENRM Foundation course based on feedback received from participants and USAID’s CK2C core training team.

Outcomes:

- DL Foundations course uploaded in the rmportal/learning center
- Course report- assessment document
- Trainer’s Guide: how to navigate the DL Foundations Course in the rmportal/learning center
- Training of Trainers course delivered.
- Three DL Foundation courses delivered

Responsibilities and timing: Patricia Garcia, Andrew Watson, Sarah Schmidt. Two courses will be delivered on second quarter of 2009 (April and July 2009) and one course will be delivered on the third quarter of 2009 (Sept 2009)

SUBTASK 3.3: THREE DELIVERIES OF THE ENVIRONMENT AND NATURAL RESOURCES MANAGEMENT –ENRM- COURSE

Purpose: Replicate three times in different regions the ENRM course delivered in Panama (June 2008).

Approach: Deliver the ENRM course in Africa, Washington DC and during 2009. Improve and format the course design and materials based on feedback received from ENRM course participants and trainers. Follow ENRM course with specific technical modules both F2F and DL.

The ENRM F2F course is a 5-day long course and will be followed by specific technical modules.

Activities:

1. Review course design:
 - Review and update Trainer’s Guide and Power Points. This phase includes the review of the course design and power points and the design of field trip for every course delivery. It is expected that after

the second delivery of this course minimum adjustments will be required to adapt cases or content to specific regional needs. Trainer's Guide will include an introductory section about adult learning principles and key methodologies to be followed during the course.

- Develop pre-work material before each course: includes specific tasks/questions and materials to read in advance. This pre-work will be part of the DL Foundations course .
- Standardization of training materials: includes editing and formatting trainer's guide and power points. A major effort will be needed before the second delivery of the ENRM course. Minor efforts may be required before each subsequent delivery.
- 2. Review Participant's Workbook: a review, update, formatting and editing of references and materials offered to participants in their workbook and USB. Activity needed in minor degree before each delivery to customize the course to specific regions.
- 3. Coordinate logistics: includes the overall coordination of the course – decisions about location, course promotion, participants registration process, pre-work follow up, hotel arrangements, coordination with trainers of technical modules and all other logistics involved (transportation, etc) .
- 4. Deliver ENRM Overview course: This activity includes three additional deliveries of the ENRM Overview course during 2009 – the course delivery includes a trainers meeting one day before each course starts and the course delivery itself.
- Second delivery: Africa Region – March- April 2009

Responsibilities and timing:

Patricia Garcia – overall design coordination and facilitation.

- Trainer's Guide, power points and Participant Manual (February 2009)
- Delivery and Evaluation (April 2009)

Sarah Schmidt – Logistics: overall coordination on logistics – location, materials, transportation, etc. (ongoing)

- Third delivery: Washington DC – July 2009

Responsibilities and timing:

Patricia Garcia – overall design coordination and facilitation.

- Trainer's Guide, power points and Participant Manual (June 2009)
- Delivery and Evaluation (July – August 2009)

Sarah Schmidt – Logistics: overall coordination on logistics – location, materials, transportation, etc. (ongoing)

- Fourth delivery: Asia Region – September 2009

Responsibilities and timing:

Patricia Garcia – overall design coordination and facilitation.

- Trainer’s Guide, power points and Participant Manual (August 2009)
- Delivery and Evaluation (September 2009)

Sarah Schmidt – Logistics: overall coordination on logistics – location, materials, transportation, etc. (ongoing)

5. Evaluate ENRM training program: process to capture feedback and lessons learned from each course (F2F and DL) as well as to write a final training report and evaluation at the end of the project.
- Course report written after each course: including Results of participants training evaluation and AAR applied after each course (document)

Responsibilities and timing: Patricia Garcia – by September 31, 2009.

Outcomes:

- Trainer’s Guide final version with introduction to guide future trainers.
- Participants’ Manual final version – electronic format and sample binder.
- Course delivery check list
- ENRM F2F course delivered four times.

3.4. DL Advanced Course– Follow up to F2F ENRM Course – Designed, delivered and assessed

Purpose: Offer a DL advanced technical course as a follow up of the F2F ENRM overview course. This advanced course will offer specific and deeper technical knowledge/skills related to the competencies identified. Technical areas need to be determined (for example forestry, biodiversity, watershed mangement, climate change, PES, LTPR, etc) by the CK2C team in close collaboration with the USAID-CK2C core training team.

Approach: This course will also be offered using the rmporta/learning Center. Trainees will participate in learning forums (asynchronous) to strengthen the learning process and the learning community.

The training of trainers will only include an orientation to the content and how to support online learners during their process.

Activities:

1. Select content/technical focus of the training in close collaboration between CK2C team and USAID’s core training team.
2. Promote the course and register participants: include announcement about the course, LMS posting, registration and follow up.
3. Design the Advanced DL course: Content of this course will be developed by the CK2C Team in close collaboration with USAID trainer (s). Includes technical content development and identification of adult distance learning tools/methodologies that enhance participants’ asynchronous learning process. The final product is the advanced course uploaded in the learning center.
4. Deliver a TOT about the methodology used in this Advanced DL course and the trainer’s role during the course. There will be a “Trainers Guide”.

5. Deliver and monitor DL Advanced course.
6. Assess DL Advanced course: This assessment will include not only content effectiveness but also technical functionality. There will be a report after each course.
7. Finalize DL Advanced course based on feedback received from participants and USAID's CK2C core training team.

Outcomes:

- DL Advanced course uploaded in the rmportal/learning center.
- Course report- assessment.
- Trainer's Guide: how to navigate the DL Advanced Course in the rmportal/learning center
- Training of Trainers delivered.
- Two DL Advanced courses delivered

Responsibilities and timing: Patricia Garcia, Andrew Watson, Sarah Schmidt. One course will be delivered on Third quarter of 2009 (July 2009) and one course will be delivered on the fourth quarter of 2009 (September 2009)

Final Outcomes of F2F and DL courses:

- Individual course reports including participants evaluation and AAR results: A report will be written for each DL Foundations and ENRM F2F course and another report will be written for each advance DL course
- Final report and assessment of all CK2C F2F and DL training courses
- Evaluation process guidelines (samples of each F2F and DL course evaluation forms and guidelines for application).

SUBTASK 3.5: DEVELOP A LEARNING/MENTORING COMMUNITY

Purpose: The data collected during the focus groups and interviews performed at the beginning of the project to identify the competencies for USAID staff working on environment and NRM (knowledgeable practitioner level) demonstrates that mentoring has been a key component of the learning and development of current senior staff in the Environment and NRM field in USAID. Therefore, the purpose of this subtask is to identify the elements of a successful virtual mentoring program (e-mentoring), propose and launch an e-mentoring program to support new and/or junior USAID staff working on environment programs.

Approach: CK2C will capitalize on the experience gained through FRAME about "Communities of Practice" and on TRG's experience helping organizations establish mentoring programs. CK2C will document elements of successful mentoring programs and communities of practice and work closely with USAID CK2C core training team to identify specific mentoring needs and write a mentoring plan to satisfy those needs. CK2C team will also take advantage of the knowledge gained about USAID staff participating in the DL and F2F courses. The proposal is to use the Washington DC course in July to

launch the mentoring program helping mentors and mentees establish a F2F relationship that will continue online and/or by phone.

Research suggests that successful mentoring programs require the presence of an online mentor/expert/facilitator, an individual whose familiarity with both the technology and the process can help to ensure that the program runs smoothly. This factor will be considered in the mentoring plan as it may require a more formal commitment. Therefore, CK2C e-mentoring program will start small to show successes and lessons learned .

Activities:

1. Document lessons learned from successful e-mentoring programs and communities of practice
2. Identify specific mentoring needs of new/junior USAID staff working on environment/NRM programs.
3. Define an e-mentoring program to address specific/tailored needs identified and write an implementation plan.
4. Launch e-mentoring program based on proposed plan
5. Follow up the e-mentoring program

Outcomes:

- Document with lessons learned from successful e-mentoring and communities of practice.
- Report on specific mentoring needs of USAID staff working on environment/NRM programs – tailored.
- Mentoring program and implementation plan
- Mentoring program in place – specific mentor/mentee relationships.

Responsibilities and timing: Patricia Garcia. September 2009.

WORKPLAN

Description	Responsibility	Q1	Q2	Q3	Q4
Rapid Start Up Activities & Deliverables					
Ongoing Project Reporting					
Quarterly financial reporting	A. Watson	◇	◇	◇	◇
Management, upgrading, and servicing of information management databases	Schmidt & Chapman	■	■	■	■
CK2C Tasks					
Task 1: Assessing and Analyzing Natural Resource Management Successes					
<i>Task 1.1: Identify and assess appropriate themes for stocktaking</i>	A. Watson		■	■	■
Activity 1.1.1.a: Conduct stocktaking exercise - Forest Conservation in Kalimantan	STTA, Watson		◇		
Activity 1.1.1.b: Conduct stocktaking exercise - Community Based NRM in Southern Africa	STTA, Watson		◇		
Activity 1.1.2: Facilitate e-mail based discussion to identify CoP interest - one on the management of inland fisheries in East and Central Africa	World Fish Center, Watson, STTA	◇	◇		◇
<i>Task 1.2: Hold discussions and local/regional workshops to build partnerships and Communities of Practice</i>	Watson			■	■
<i>Task 1.3: Report and disseminate findings</i>	Watson			■	■
Activity 1.3.1 Develop, test and deploy the use of an interactive web-based map of NRM best practices as part of the Ck2C website	Watson, GIS Team	◇			
Activity 1.3.2. Working with communities of practice, identify spatial data to be acquired or developed for selected Ck2C stocktaking themes	Watson, Tedesco, GIS Team		■	■	■
Activity 1.3.3. Request feedback from participants and engage them in a discussion about using spatial information to gain insight into climate change adaptation	Tedesco		■	■	■
<i>Task 1.4: Build coalitions and web-based Communities of Practice</i>	Watson, Tedesco, Schmidt		■	■	■
Activity 1.4.1: Mentor CoP champions and moderators	Tedesco, Schmidt		■	■	■
Activity 1.4.2: Facilitate and manage online discussions	Tedesco, Schmidt, STTA		■	■	■
Task 2: Web-based Tools for Building Capacity and Communities					
<i>Task 2.1: Manage the FRAME website</i>	Tedesco, Schmidt, IT STTA		■	■	■
Activity 2.1.1: Launch and maintain the FRAME website deploying Tomoye ECCO 2.1	Schmidt & IT STTA	◇			
Activity 2.1.2: Add and update content via RM Portal and member subscription of the FRAME website	Tedesco, Schmidt		■	■	■
Activity 2.1.3: Create online help and other support functions	Schmidt	◇			
<i>Task 2.2: Support Communities and Partner Organizations</i>	Tedesco, Schmidt		■	■	■
Activity 2.2.1: Implement and promote guidelines for Communities of Practice (CoP) effectiveness	Schmidt	◇			
Activity 2.2.2: Support and market partner pages	Tedesco, Schmidt		■	■	■

Description	Responsibility	Q1	Q2	Q3	Q4
<i>Task 2.3. Capacity Building and Communications</i>	Tedesco, Schmidt				
Activity 2.3.1: Conduct training sessions on the participation and functionality of the FRAME website	Tedesco, Schmidt				
Activity 2.3.2: Deploy and market new ECCO tools and technical approaches	Tedesco, Schmidt, IT STTA				
Activity 2.3.3: Publish FRAMEgram (bimonthly)	Schmidt	◇◇	◇	◇◇	◇
Task 3: NRM Competency-based Training					
<i>Task 3.1: Finalize NRM training program - Competencies Learning Opportunities Matrix</i>	Garcia, Watson, Schmidt	◇			
Activity 3.1.1: Review existing USAID Natural Resources Management Training Inventory	Garcia, Schmidt	◇			
Activity 3.1.2: Finalize web based Training Calendar	Garcia, Schmidt		◇		
Activity 3.1.3: Finalize Virtual Library for EGAT/NRM training materials	Garcia, Schmidt		◇		
<i>Task 3.2: Distance Learning Foundations Course - designed, delivered and assessed (3 deliveries)</i>	Garcia, Watson, Schmidt				
Activity 3.2.1: Select content/technical focus of the training	Garcia, USAID training team	◇			
Activity 3.2.2: Promotion and registration	Garcia, Schmidt, USAID training team		◇		
Activity 3.2.3: Design the course	Garcia, Schmidt, MacDonald	◇	◇	◇	
Activity 3.2.4: Design and deliver a TOT on Moodle and DL methodologies	Garcia, Rapier, MacDonald, USAID trainers		◇		
Activity 3.2.5: Deliver and monitor DL Foundations course - three deliveries	Garcia, MacDonald, Rapier, Watson		◇	◇	◇
Activity 3.2.6: Assess DL Foundations course	Garcia, MacDonald, Rapier, Watson, USAID trainers				◇
Activity 3.2.7: Finalize on-line courses based on feedback received	Garcia, Rapier, MacDonald				◇

Description	Responsibility	Q1	Q2	Q3	Q4
<i>Task 3.3: Environmental and Natural Resources Management Course - three deliveries</i>	Garcia, Watson, Schmidt, USAID training team, DAI				
Activity 3.3.1: Review course design	Garcia, Watson, Schmidt, USAID training team	◇	◇	◇	
Activity 3.3.2: Review Participant's Workbook	Garcia, Schmidt	◇			
Activity 3.3.3: Logistics	Schmidt	◇	◇	◇	
Activity 3.3.4: Course delivery (May, July, October)	Garcia, Schmidt, Watson USAID training team		◇	◇	◇
Activity 3.3.5: ENRM training program evaluation and report	Garcia		◇	◇	◇
<i>Task 3.4: Distance Learning Advanced Course - two deliveries</i>	Garcia, Watson, Schmidt				
Activity 3.4.1: Select content/technical focus of the training	Garcia, Watson, USAID core team		◇		
Activity 3.4.2: Promotion and registration	Schmidt, Garcia		◇	◇	
Activity 3.4.3: Design the course	Garcia, Watson, MacDonald		◇	◇	
Activity 3.4.4: Design and deliver a TOT on DL methodologies	Garcia, Watson, MacDonald, USAID trainers			◇	
Activity 3.4.5: Deliver and monitor DL Advanced course - two deliveries	Garcia, Watson			◇	◇
Activity 3.4.6: Assess DL Advanced course	Garcia, MacDonald				◇
Activity 3.4.7: Finalize DL Advanced course based on feedback received	Garcia, Watson, MacDonald				◇
<i>Task 3.5. Develop an on-line Learning / Mentoring Community</i>	Garcia, Tedesco				
Activity 3.5.1. Document lessons learned from e-mentoring programs and communities of practice	Garcia, Tedesco				
3.5.2. Identify specific mentoring needs of new/junior USAID staff working on environment/NRM programs	Garcia, Tedesco		◇	◇	
3.5.3. Define e-mentoring program and write an implementation plan	Garcia, Tedesco		◇	◇	◇
3.5.4. Launch e-mentoring program based on proposed plan	Garcia, Tedesco			◇	◇
3.5.5. Implement plan and monitor the process using FRAME	Garcia, Tedesco			◇	◇