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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: 2009 ANNUAL REPORT



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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 2012. 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 the 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.

Our original Knowledge Management Specialist, Peter Hobby, of AED, resigned in 2008 and was replaced by Carmen Tedesco. Carmen's role has been to facilitate the creation of discussion groups and Communities of Practice using the FRAME website (FRAMEweb) and to help integrate geospatial methodologies and tools into FRAMEweb in support of the Communities and other CK2C activities.

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 Manager, 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.

Shereen Abdelaaty, of DAI, is the Senior Communications Specialist, responsible for the new Biodiversity and Forestry Communications component (Task 4). She has over ten years of experience in program communications and organizing marquee events such as large conferences. Her field experience includes a recent long term assignment in Egypt.

The CK2C and FRAMEweb Support Team include Web Designer Cynthia Canelas, System Administrators Emir Pilav and Sanjin Sahadzic, and Project Associate Lauren Gaum.

The present report covers the period from project inception—January 1, 2009, to December 31, 2009—the same period as is covered by the 2009 work plan.

The work to be performed under this Task Order shall consist of three tasks. The following tasks do not need to be implemented sequentially and it was anticipated that a number of the associated activities would run simultaneously and 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

Task 4: Biodiversity Reporting and Communications

The following report describes progress against the specific activities that were planned to be undertaken in 2009 on each of these tasks. Under each Task we identified sub-tasks and activities and have described the purpose, the responsibilities, the timing and the specific outcomes of each activity. This information is not repeated in the same level of detail as in the work plan, so the work plan should be consulted if more specific information is required.

TASK 1: ASSESSING AND ANALYZING NATURAL RESOURCES MANAGEMENT SUCCESSES

The overall objective of this task is to increase the understanding and raise awareness 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 five Natural Resource Impact Assessments (also referred to as Stocktaking) over the five-year duration of the project. The continuation of Stocktaking activities USAID is crucial to positioning CK2C as a platform for thought leaders and champions of NRM not only to showcase NRM impacts and lessons learned, but also to develop relationships to be nurtured as CoPs.

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, with results to be posted as an annotated bibliography to the FRAMEweb and distributed to partners in CD format. 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.

CK2C uses an assets-based approach to the information-gathering portion of these assessments, emphasizing the full integration of local partners and practitioners as part of the assessment team. As noted above, 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. To the extent possible, these forums will bring the host-country Stocktaking participants together with decision makers to discuss the findings and analyses. It is possible that some of the findings will not have been anticipated in previous policy formulations. Allowing practitioners and decision makers to discuss these findings is aimed at increasing the possibility that decisions will be informed by NRM experiences. CK2C will also pursue partnerships with selected companies to help advance appropriate solutions to pressing environmental concerns that affect the livelihood of local communities.

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

Purpose: FRAMEweb 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 has been 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.

Activities: 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 FRAMEweb.

CK2C 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. Only one of these themes was selected for stocktaking (community-based forest management in Kalimantan) although others have developed into FRAMEweb discussions and some are still being considered for future stocktaking exercises.

The second theme has evolved into a broader exchange of knowledge and information that was elevated to a FRAMEweb discussion group in late 2008 in collaboration with the World Fish Center. The third theme has been expanded to include broader issues of community-based natural resource management in east and southern Africa that was developed into a stocktaking exercise launched in 2009 in collaboration with the USAID-funded COPASSA initiative (formerly known as the Southern Africa Conservation Partnership - SACP).

Outcome and Accomplishments: At this time, an assessment of community forest management in Kalimantan, is being finalized following review by USAID and is ready to launch a Community of Practice on FRAMEweb. The Kalimantan stocktaking has generated considerable attention in Indonesia and we held discussions with USAID/Indonesia in October about using the finding to launch a broader debate about forest management opportunities in the country.

The second stocktaking is in collaboration with WWF¹ to undertake a stocktaking exercise on community-based natural resource management (CBNRM) in the southern Africa region. After revision and agreement on the scope of work during the first half of the year, the process began in earnest in September. The team leader traveled to Zimbabwe to meet with key WWF personnel as well as Zimbabwe's national CBNRM forum. This group reached a consensus on how to implement the stocktaking and subsequently agreed on a generic questionnaire to be administered to key CBNRM stakeholders in each country.

Zimbabwe's CBNRM Forum led efforts to recruit consultants to produce the national CBNRM profile and accompanying maps and a spatial data set. CK2C hired the top candidates who then began work in December. By the end of the year the first part of the profile – a desktop study – had been completed and stakeholder interviews had begun. In Malawi, the national CBNRM Forum began recruiting their consultants who were slated to begin work in February. The Namibian Forum discussed the stocktaking and decided it was not necessary as several similar exercises were already planned. CK2C and WWF

¹ The main partners are the Conservation Partnerships for Sustainability in Southern Africa (COPASSA) project, funded by USAID, and the Regional CBNRM Capacity Building project funded by NORAD. Both projects are implemented by WWF.

subsequently decided to replace Namibia with Mozambique. The five selected countries for the stocktaking exercise are thus Botswana, Malawi, Mozambique, Zambia, and Zimbabwe. Profiles for each of these countries are expected to be completed by June of 2010.

In addition to the two stocktakings, the topic of African inland fisheries has evolved into a Community of Practice hosted by FRAMEweb. The discussions of CBFM in West Africa and *miombo* woodland management have also generated significant interest although the discussions have not been as active or vibrant as the fisheries discussion, for example.

Next Steps: We anticipate that the Kalimantan stocktaking CoP will launch in February 2010. The CBNRM stocktaking will continue with COPASSA partners through 2010, with the first country profile (Zimbabwe) scheduled to be completed in March 2010. Profiles for each of these countries are expected to be completed by June of 2010.

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

Purpose and Activities: Having selected the themes for formal stocktaking, discussion on the Kalimantan stocktaking was held with USAID/Indonesia in May 2008 and the scope of work was reviewed by USAID in August 2008. Discussion for CBNRM stocktaking in southern Africa began with the COPASSA cooperative agreement (formerly SACP) partner meeting in December 2008. The initial scope of work was submitted to the COPASSA team in May 2009, with final approval in August 2009.

Kalimantan

The stocktaking activity started with site selection. Three sites were identified out of roughly ten candidate sites within Kalimantan that reflected successful, sustainable community-based forest management (CBFM) that is defined as the use of forest that meets or exceeds conservation objectives while maintaining livelihoods. Successful sustainable CBFM reflects sustainable human nature interaction. The site selection was conducted through literature reviews and extensive discussions with various stakeholders at both the national and provincial level. Academic institutions such as CIFOR (Center for International Forestry Research, ICRAF (World Agroforestry Institute) were consulted due to their vast research experience in Kalimantan. Indonesian government agencies including the Ministry of Forestry, National Council on Climate Change (DNPI), and BAPPENAS (National Development Agency) contributed to site selection with their knowledge of government programs and needs in Kalimantan. NGOs both at the national and provincial level shared information on livelihood and conservation activities. It was through this engagement that sites were selected based on best practices in community forest management for West Kalimantan.

The assessment was conducted by a team of experts that included a biodiversity specialist, a socio-cultural anthropologist, a natural resource economist, a climate change specialist, and a spatial planner. This team engaged a broad range of stakeholders in discussions aimed at identifying the factors that led to their successful forest management activities.

The stocktaking reviewed earlier work and examined three sites where different ecological, economic, socio-cultural conditions prevail and distinct systems of forest governance are in place. The intention was to isolate the factors that have led to success across a broad array of ecological and socio-cultural conditions. This process and the discussions following the study also provided visibility that has attracted

the attention of government, donors, and other parties that are in a position to influence forest management practices in Indonesia.

Southern Africa

As mentioned under sub-task 1.1, CK2C held meetings with key WWF personnel and Zimbabwe's national CBNRM forum. This group reached a consensus on how to implement the stocktaking and subsequently agreed on a generic questionnaire to be administered to key CBNRM stakeholders in each country. Zimbabwe's CBNRM Forum led efforts to recruit consultants to produce the national CBNRM profile and accompanying maps and a spatial data set.

Outcome and Accomplishments: The workshop following the Kalimantan research and analysis was held in April 2009 and attended by 25 participants from the government of Indonesia (Ministry of Forestry, West Kalimantan provincial government; DNPI-National Council for Climate Change), NGOs and Research Institutes (CIFOR, ICRAF), USAID, ESP, and the CK2C research team. The discussion was based on rapid appraisal of the sites, forest tenure, and decentralization issues in Kalimantan. Recommendations from the workshop audience included the need to explore the roles of local government, Forestry Ministry, and governance in general in areas where communities practice community forestry. The discussion opened many doors to future challenges and roles of forest dwelling communities. CK2C anticipates that further discussions on FRAMEweb will continue the dialog and may assist in focusing on some of these important issues. The final stocktaking report is currently with USAID for final approval and publishing.

The CBNRM southern Africa stocktaking has produced a desktop study for Zimbabwe and is developing a Community of Practice for this forum to further discuss the results of this and subsequent studies.

Next Steps: Launch the Community-based Forest Management in Indonesia Community of Practice in early 2010. Our vision is that these findings will help to inform a broad-based discussion of ways in which the policy framework and the implementation mechanisms for forest management in Indonesia can be improved. The findings suggest that there are several - perhaps many - examples of community-based forest management that are not only ecologically sustainable but which also contribute significantly to people's economic and social well-being. The purpose of the CoP is to discuss these findings with a broader audience of people that can influence the way in which policy makers, local authorities and implementing agencies perceive the value of forest and forest lands in the development of the country.

The CBNRM southern Africa assessment team anticipates completing discussions with prospective regional and local partners in March 2010; finalizing the scope(s) of work for assessments in Malawi in the first quarter of 2010; and launching the remaining three national CBNRM stocktaking exercises in the second quarter of 2010.

SUB-TASK 1.3: REPORT AND DISSEMINATE FINDINGS

Purpose: The goals of the stocktaking exercises are at least three-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. Finally, increase the awareness of the development community about significant but overlooked impacts.

Outcome and Accomplishments: The Kalimantan assessment team produced a report identify enabling conditions that engendered successful forest management in different locations with the intention was to isolate the factors that have led to success across a broad array of ecological and socio-cultural conditions. The findings suggest that there are several - perhaps many - examples of community-based forest management that are not only ecologically sustainable but which also contribute significantly to people's economic and social well-being. Two forums were held at USAID/Indonesia and USAID/Washington in October 2009 to present the report findings. The final copy is currently awaiting USAID approval to publish on FRAMEweb, FRAMEgram and other appropriate communication channels.

By the end of the year the first part of the Zimbabwe profile – a desktop study – had been completed and stakeholder interviews had begun. In Malawi, the national CBNRM Forum began recruiting their consultants who were slated to begin work in February 2009.

CK2C has developed a web-based tool to facilitate the sharing of spatial information relating to the two stocktaking themes. CK2C envisions a global user-generated web-based system to share NRM activities geospatially to catalyze discussions. Development and testing of the Geospatial Activity Explorer began in 2009, using ESRI ARCGIS software. The system includes activity display, search and upload functionalities. The site is currently ready for a soft “beta” launch through FRAMEweb.

Next Steps: A draft Community of Practice has been established on the FRAMEweb site - Community-based Forest Management in Indonesia. The community intends to engage the original assessment team, local stakeholders, the national government and donors in the discussion at a national level, with specific key finding from the final report’s conclusions to facilitate stimulating and thought provoking dialogue.

The CBNRM Zimbabwe forum plans to use a FRAMweb as an initial dissemination tool and to continue further discussion related to the report.

CK2C anticipates that the Geospatial Activity Explorer will soft launch at the end of February 2010, with the official global launch by the end of March 2010.

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

Purpose: CK2C has avoided attempting to develop a concise definition of a Community of Practice: for example, one that distinguishes a CoP from a Discussion Group. Nevertheless, we will encourage FRAMEweb discussion groups and other potential collaborators to create CoPs if the participants feel that such a step is warranted. We recognize that FRAMEweb-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 very little scope at present for CK2C to fund such events. 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.

Activities: CK2C encourages FRAMEweb-based discussion groups to consider becoming formal CoPs on the FRAMEweb site if the participants feel this would be useful for accomplishing their goals. When we identify other groups that might benefit from becoming FRAMEweb CoPs, we will solicit their interest.

The team has utilized and integrated FRAMEweb tools into both stocktaking activities, specifically regional workshops. Team leaders for both stocktakings have introduced and trained local and national stakeholders on FRAMEweb, resulting in over 20 new member accounts to the FRAMEweb network.

FRAMEweb CoPs will be supported by CK2C through the development of specific training tools and mentoring.

Outcome and Accomplishments: Four new Communities of Practice have been established in 2009.

The first was created independent of FRAMEweb-supported discussions and has started as a discussion group. The African Drought Risk and Development Network (ADDN) aims to promote applied discussion and policy dialogue on key issues linking drought risk and development in Africa by providing a platform for the development and dissemination of good practice and innovation; providing an entry point for accessing networks in Africa and beyond; and acting as a forum for the elaboration of critical strategy and policy relevant decision making. This community has been very active in distributing topical research with over 25 resources posted in 2009, including United Nations Development Programme Drylands Development Centre (UNDP-DDC) and UN's International Strategy for Disaster Reduction (UN-ISDR) reports, such as "Carbon in Drylands: Desertification, Climate Change and Carbon Finance." The community also has five ongoing discussions, which topics include alternatives to food aid and drought susceptibility in Africa.

The Natural Resource Management – Haiti community began in 2009 as a communication tool for the USAID Haiti Economic Development for a Sustainable Environment project (DEED) project. The community has published 75 resources in English, French and Creole. It is uncertain how the devastating earthquake in Haiti will affect the future of this community, but the resources will remain on the site for others to access.

Global Conservation Program hosted a symposium September 2009 to share and discuss ten years of intervention and experience. The program team approached FRAMEweb to host a community to disseminate a decade worth of knowledge. The community host over 30 knowledge resources and plans to host discussions to share these findings and help relate experiences to similar interventions. Currently, there are two discussions happening, one of which emerged organically after a "Lessons Learned" presentation in Washington, DC inspired a question to the broader FRAMEweb community.

The Other Green Revolution: Farmer-Managed, Agro-Environmental Transformation in the Sahel was an event hosted by Oxfam in October 2009. FRAMEweb created a sub-community under Sustainable Land Management in Africa. Carmen Tedesco attended the event and hosted a live Twitter feed (Tweeinar) from the event. The page on FRAMEweb is now the top ranked on Google for the event (above Oxfam).

Next Steps: We are in the process of developing a Community of Practice around the Kalimantan, Indonesia and southern Africa stocktaking initiatives. These will start out as discussions reflecting the findings of the stocktaking reports but may be later incorporated into a broader topic of "Coping with Climatic Variability" which reflects some of the findings from these initiatives as well as a desire from FRAMEweb members for information on climate change. We will continue to encourage all of FRAMEweb communities through full time facilitation and support to short-term moderators. We will encourage participation through face-to-face activities such as the Annual African Drought Forum and STEWARD partner workshops, or other events that emerge through our communities.

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

The primary objective of this task is to build upon and expand the existing FRAMEweb site 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 maintain and build upon the 2009 FRAMEweb redesign using Tomoye's latest Community of Practice (CoP) software platform - ECCO - to continue to build a more reliable, efficient and easy to use online tool to support stocktaking, communities, partners and training.

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

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

SUB-TASK 2.1: MANAGE THE FRAME WEBSITE

Purpose: The goal in managing the FRAMEweb is to provide a platform for global access for NRM champions and practitioners to the analytical work and collaboration carried out under CK2C. 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 professional networking.

The FRAMEweb 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 FRAMEweb 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 FRAMEweb site is to provide a platform for global access for NRM champions and practitioners to the analytical work and collaboration carried out under CK2C.

Activities:

1. Securely maintained hardware and Tomoye ECCO software. Manage and update user interface utilizing the latest versions as available.
2. Added and updated content on the web site with the use of RSS feeds, blogs, and links to the RM Portal research library, with particular emphasis on emerging issues such as climate change.
3. Maintained collaborative relationship with USAID's RM Portal through the integration of customized web-links and RSS feeds.

Outcome and Accomplishments: FRAMEweb successfully went through two minor software updates issued by the software provider, Tomoye in 2009 to improve software usability.

The team launched a survey in September 2009 to gather feedback from users on how they use the site, what topics and features are of most interest, and what they would like to learn more about. The survey was sent out in English, Spanish and French and we received 81 responses, such as:

- "I like that updates come via email so I can visit the site if there is a change that I am interested in."
- "I think that the articles that people post are very interesting and useful. Since FRAMEweb has members around the world, people have access to different media sources, which provides an interesting, different perspective on certain issues. Especially things like Natural Resource Management, depending on what country you live in, and what your livelihood is, your perspective is different on this topic."
- "I think you are doing a great job with this site; it is a wonderful resource!"

The team has also utilized the survey results increase intuitiveness of the site, such as an About tab, and more robust "how to" language on the Home Page.

In continuation of the 2008 redesign, the team has continued to explore and utilize new technologies to support communication and analysis including geographic information systems and social media tools. In October 2009, FRAMEweb launched a Twitter account. The tool was initially used to host a live news feed from the Oxfam Green Revolution event. The event feed (coined a Tweetinar) was highly successful and the tool is now being used to disseminate FRAMEweb content updates to over 34 followers.

In 2009 the team completed the migration of all library holdings to USAID's RM Portal and created community customized "smart folders" for user direct access to these resources. The team also archived and documented closed community discussions in the RM Portal with links on FRAMEweb.

From December 2008- December 2009, over 470 new members have joined from various disciplines – Central American Bank of Economic Integration (CABEI), International Institute of Tropical Agriculture and Conservation International. In 2009 FRAMEweb had over 7,391,123 visits and 76,375 documents downloaded.

Next Steps: We anticipate further refinement to FRAMEweb's 2.0 tools such as Twitter to customize RSS feeds and continued use of the 2009 the survey results to make improvements such as thematic community links. The CK2C team will continue to work closely with the RM Portal team to further develop the collaborative relationship between the two sites. Anticipate collaborations include a redesigned Library tab in FRAMEweb to coincide with the RM Portal Library redesign and continued use and refinement of "smart" folders for community customized library links.

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.

Communities under FRAMEweb 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 used a two-tiered approach such as that used

with the African Inland Fisheries CoP created in 2009 from an e-mail distribution list. The community guidance developed under the project helped set the norms and expectations for community participation and bolstered community leaders, such as Aaron Russell who led the above mentioned CoP discussion. Active engagement and facilitation, as outlined in Task 1.4, of select communities further supports 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 and Accomplishments:

Online communities and Partners have successfully contributed to the body of NRM knowledge through dialogue, documents and concrete solutions as mentioned in Task 1.4.

The CK2C team has supported FRAMEweb Partner Pages through training, customized redesigns and encouraging, through consultation, the application of community based tools such as discussions. A new Partner page called Global Fish Alliance was created during 2009. This AED-led Global Development Alliance project decided to create a space for its members to share resources and discuss Alliance publications. In addition, a sub-community was formed specifically around the Spiny Lobster Initiative and will be further developed in 2010.

Other additional communities include three new Forest Service CoPs, all independent of one another: Rural Water Resources in Tanzania; International Seminar on Watershed Management; and Forest Service Human Dimensions. This last community developed after a Webinar that was conducted early in the year with domestic US Forest Service knowledge management personnel.

Next Steps: The CK2C team anticipates continued growth with current Partners to further utilize web 2.0 communication tools and extended the use of FRAMEweb to other interest organizations. For example, the CK2C team has been working with the new African Biodiversity Collaborative Group (ABCG) community moderator to help redesign and reorganize this site, and to better promote the work here. The FRAMEweb team also continues to work with the Forest Service to develop ideas for new communities within their partner page.

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. By providing simple step-by-step instructions on utilizing new tools as well as process guides on how to build, grow and manage Communities, FRAMEweb will empower users to contribute and expand their knowledge and network.

Activities: Building on the community guide created in year one, the CK2C team has delivered targeted training on community participation and use of the web tools including a series of frequently downloaded webcasts (Introducing FRAMEweb 2.0., Becoming a Member, and Participating via Email). A blended learning approach was used, mixing face to face, web-and skype-based trainings and technical assistance sessions, and online conferencing, such as a US. Forest Service webinar conducted in 2009.

Through e-newsletters and distribution of CK2C products using FRAMEgram, the team has shared the ongoing benefits of FRAMEweb and promoted the tools for its improved application. An account was also established for FRAMEweb on Twitter to continue to push discussion topics and resources to a different audience.

Outcome: Updated quick reference guides, “How To” videos, and a FAQ page allow FRAMEweb members to concentrate on content versus technology. The use of e-mail based subscriptions and “push” based communication strategies, including FRAMEgram newsletters, Twitter, and content-targeted emails sent through the CK2C team have kept users informed and involved directly where they do work most, increasing site activity and information flow. Through Twitter, the CK2C team has been able to cover events live including conferences in DC and even the Copenhagen UNFCCC climate change negotiations.

The CK2C team has successfully trained over 150 Partners, members and prospective users through face-to-face trainings, presentations and virtual meetings. The team also presented at the KMWorld conference in San Jose, and have attended multiple events on using social media such as Beyond the Hype: Government 2.0 for Decision-Makers and Thanks, Come Again: Audience-Centric Design.

Next Steps: A continued expansion of e-learning materials in combination with the above approaches 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.

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.

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 this period October 1st 2008 to December 31st 2009, CK2C finalized a matrix with learning Opportunities for USAID staff working on environment/NRM programs and launched the ENRM Learning Initiative; delivered the ENRM Overview course twice and incorporated a distance learning course making the Overview course a blended learning opportunity for USAID staff working on environment programs. CK2C also responded to specific needs of the Development Leadership Initiative (DLI) by supporting the design and delivery of two short (one-day) ENRM courses delivered to DLIs.

As in the previous year, CK2C built upon the set of tools and training resources developed by EGAT/NRM during the last three years and was 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 developed a more detailed activity schedule to facilitate project management of Task 3 and finalized FY 2009 making the transition to TAMIS (DAI project management system).

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.

Activities:

- Finalized a matrix with competencies and learning opportunities (DL and F2F)
- Develop and design an interactive web-based venue to maintain an updated training calendar
- Develop and design virtual Library for EGAT/NRM training materials

Outcomes/Accomplishments:

Competency-based learning opportunity matrix—The CK2C team created a detailed matrix comparing ENRM courses offered by EGAT and Foreign Service Institute (FSI) with the knowledgeable practitioner competencies. The matrix was the source for the gap analysis that allowed CK2C team to define the ENRM Learning Initiative (LI) and the learning path for USAID staff working on environment programs to master proposed competencies.

ENRM LI approved with specific activities for FY 2010: CK2C team presented the ENRM LI proposal to the CK2C ENRM Steering Committee during the retreat in June 2009. The LI includes a detailed gap analysis comparing each proposed competency with available training programs and with the training needs assessment completed in 2009. Additionally, CK2C adult learning specialist participated with ENRM staff in the incorporation of the ENRM knowledgeable practitioner competencies into newly defined Backstop 40 competencies recently launched by USAID Human Resources (HR).

Develop and design web-based training resource portal—During 2009 CK2C gathered functional requirements based on USAID staff needs. The results of the needs assessment demonstrated a growth in functionality to several tools, beyond a training calendar and resource library, to include custom users paths or Learning Paths (search indexing, custom content types and profiling), online registration for USAID courses and a general web presence for the Learning Initiative. From this the team moved towards an expanded Learning Gateway. Congruent to the needs assessment and functional requirement gathering, the team researched possible preexisting web-based system hosts housed in or sponsored by USAID. Comparing the technical requirements and existing web system functionalities, it was decided to host the calendar as part of the Learning Gateway - its development is a priority for FY 2010 work plan.

Next Steps: As a result of this gap analysis a concrete learning path (set of prioritized learning opportunities) is available for staff working on environment programs and a concrete set of training courses that CK2C will develop to fill out concrete learning gaps was described and incorporated in FY 2010 workplan.

The Learning Initiative Gateway is currently under development using the open source learning management software (LMS) Moodle. CK2C anticipated a limited soft launch of the site in late January 2010 to host the Foundations distance-learning course. The team plans to continue development and content population through the third quarter with limited launches and testing throughout 2010.

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.

Activities:

1. Selected content/technical focus of the training

2. Designed the DL Foundations course: CK2C Team lead content development and design of this course with USAID EGAT training team input. This stage included the selection of the most appropriate adult distance learning methodologies/tools to ensure learning and engagement.
3. Delivered and monitored DL Foundations course. The course was 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.
4. Assessed DL Foundation course: This assessment included content effectiveness, technical functionality and online participant evaluations of the course.
5. Finalized DL ENRM Foundation course based on feedback received from participants and USAID's CK2C core training team.

Accomplishments:

The DL Foundations course was successfully launched as a pre-requisite of the ENRM Overview face to face (F2F) course. The course was delivered twice during 2009, as a prerequisite of the ENRM Overview course in Pretoria and in Washington DC. The course was hosted in the RMportal learning center. The course will be delivered in the new Learning Gateway beginning in January 2010.

1. The course was evaluated positively. Here are the results of the objectives rated by participants:

Objective	Successfully Met % (Media from Pretoria and DC courses)
a. Define basic concepts of the environment as they relate to human and economic development	91.7%
b. Articulate key approaches to understanding and addressing the interactions between human development.	95.5%
c. Connect and share ideas with other USAID staff managing ENRM programs to begin building a community	67.5% ²

Overall the methodology of the DL course and the balance between theory and reflection was rated in both courses over 90% and also more than 90% participants were willing to recommend the course to others.

2. *Course reports:* Two reports were offered as part of each of the two courses: the evaluation report and the virtual facilitator report documenting participants' hits and interactions as well as reflection questions to be used during the F2F course.
3. *Moodle tutorial:* A guide to navigate Moodle was created in a video format and is offered not only to trainers but also to participants when they receive the link to access the course.
4. As previously mentioned, two DL courses were delivered in 2009. A third one was scheduled but because CK2C Steering Committee decided to postpone the ENRM overview course in Asia to January 2010, a third delivery will happen in FY 2010.

² The main reasons stated by participants for the low ranking of this third objective were the lack of time to participate in the electronic forums proposed and the lack of understanding of the technology.

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

Purpose: To assist USAID staff managing environment programs in acquiring, updating and/or improving technical skills and knowledge required to master a set of selected competencies defined for Backstop 40 in the Current Workforce Competencies Manual prepared by the Office of Human Resources.

Activities:

1. Delivered the ENRM Overview Course in Pretoria, South Africa and Washington DC
2. Improved and formatted the course design and materials based on feedback received from ENRM course participants and trainers.
3. Responding to the Development Leadership Initiative (DLI) CK2C supported the delivery of two short (one-day) ENRM Courses to DLIs.

Accomplishments:

1. Course deliveries: The course was delivered successfully twice in 2009 – In Pretoria with 19 participants from the Africa Region and in Washington DC with 22 participants representing over 15 different countries.
2. Trainer’s guide and participant workbook: The course is at a stage where it can be replicated easily using the trainer’s guide and the participant manual. In 2009 the CK2C team was able to streamline the trainer’s manual and make important improvements to content and format. At the end of 2009 the “trainer’s guide” is integrated by a trainer’s design with concrete notes about each session and a clear flow among sessions, ensuring smooth transitions and connection among different trainers; trainer information sheets that guide trainers during specific activities such as the Round Robin or the Earmarks Game Show; and the participant manual. The participant manual also was improved and continues having copies of the power points, specific cases and readings and other materials used during the training. The participant workbook is complemented by a USB with detailed information; a table of content of the USB is included in the workbook.
3. Evaluation of ENRM training program: Participants completed an evaluation after each training:

Participants evaluated the achievement of every learning objective:

Objective	Media from two courses
a. Make a compelling case for ENRM's role in international development as a platform for accomplishing multiple development objectives.	86.3% objective successfully met.
b. Apply integrated ENRM models, approaches, and techniques to Agency programming – examples include Integrated Water Resources Management (IWRM); Nature, Wealth, and Power; landscape conservation; and value chain strategies.	87.8% objective successfully met.
c. Apply cross-sectoral thinking, program design, and tools.	87.8 objective successfully met.
d. Apply principles of sustainability.	77% objective successfully met.
e. Understand and work with USAID's Foreign Assistance Framework, congressional earmarks, and other USAID policies and regulations related to ENRM.	88.7 objective successfully met.
f. Identify, access, and use information resources relevant to ENRM activities.	97.8 Objective successfully met.
Courses media	87.6 course objectives successfully met.

In addition to the course evaluation described above, each course was followed by an After Action Review (AAR) and the training team had daily meetings during each course to evaluate the day from the trainer's perspective. There is an AAR review report from each training as well.

4. The course delivery checklist was prepared and is being included as part of the project management tools of the project.
5. ENRM Short Course: Two courses were delivered in 2009 – January 23, 2009 and July 1st, 2009. With 48 participants, most of which were DLIs.
 - Course Trainers' Guide and Participant Workbook were developed.
 - The courses were positively evaluated. Overall it received an 88.9% rating on how well the objectives were achieved.

SUBTASK 3.4: 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.

Activities:

1. Documented lessons learned from successful e-mentoring programs and communities of practice
2. Identified specific mentoring needs of new/junior USAID staff working on environment/NRM programs.

Accomplishments:

A proposal to develop a "Mentor Connect" program and the "Communities of Practice (CoP)" was presented and approved by the CK2C Steering Committee. These two activities are part of the LI virtual resources component and will be incorporated in the LI Gateway.

In 2009 a survey to explore ENRM Overview and Short Course alumni was launched. The response rate was low and the CK2C is exploring ways to make the CoP work.

TASK 4: BIODIVERSITY AND FORESTRY REPORTING AND COMMUNICATIONS

A new component for the CK2C project, Task Four is designed to respond to the EGAT/FAB team's goal of collecting, synthesizing and "repurposing" information for a variety of internal and external audiences to produce targeted knowledge products related to biodiversity and forestry. Sample products will include 118/119 reports, an updated biodiversity guide and topical fact sheets. Other communication tools are under consideration and may be added at a later time.

The primary objective of this task is to help the EGAT/FAB team develop and disseminate tools and messages to USAID/WDC and the field that distill lessons and best practices related to biodiversity and natural resources management. It is envisioned that with these tools in hand, field staff will be better equipped to program funds and understand what support is available from USAID/WDC. Within USAID, the development of a thoughtful communications strategy for the FAB team will serve to rationalize communications outputs, leading toward integrated development programs that address environmental issues more holistically.

CK2C will focus on the following sub-tasks under Task Four:

- Manage information sharing of best-practices through targeted communications
- Facilitate production of and dissemination of reports and publications
- Organize events and meetings

For the purpose of this annual report, Task Four will report out activities and accomplishments for the six-month period of June 15 - December 31 2009.

SUB-TASK 4.1: MANAGE INFORMATION SHARING OF BEST-PRACTICES THROUGH TARGETED COMMUNICATIONS

Purpose: Support to the EGAT/FAB team's communications efforts will enable both DC and field staff to be more efficient at their jobs and meet compliance needs more easily. Using a mix of web and print based communications tools, this sub task will help USAID share lessons learned and compliance tools with a broader community. Communications will help inform Congress, the Agency, and the public of USAID's progress in biodiversity and forestry programs, guide mission staff on successful biodiversity programming, and alert missions to developments in the sector and at USAID which affect their work (such as REDD, overlap of biodiversity programs with GCC, etc.).

A mix of tools will be explored and developed to meet the EGAT/FAB team's communication needs. The efforts of this sub-task must be grounded in a larger strategy. Accordingly, CK2C will begin by assisting USAID with the development of a three-year communications strategy for the FAB team. Desired communications outputs or activities will be mapped to the overarching communications strategy.

4.1.1 Strategy

Purpose: CK2C will help the FAB team to develop a three-year Communications Strategy. The strategy will be developed in consultation with the FAB team along with other staff in EGAT and colleagues in LPA, regional bureaus, and missions, including junior Foreign Service Officers. Feedback will be sought

on the appropriate audience(s) for FAB team communications, the messages needed and the types of media preferred.

Activities:

1. Prepare interview guide/questionnaire for cross-section of interviews in USAID/WDC and missions.
2. Conduct focus group meetings with subset of USAID staff in Washington.
3. Conduct telephone interviews with subset of mission staff.

Accomplishments:

Task Four held a Communications Strategy retreat for the Biodiversity and Forestry Team in September 2009 to help identify key aspects of a targeted communications message. Target audience, types of communications products and proposed frequency were discussed. The Team agreed to move forward with seeking input from the wider NRM team, EGAT and mission staff to develop improved communications messages and customize outreach products. CK2C and USAID jointly developed survey questions and potential interviewees were identified. The survey, however, was not conducted and focus group discussions on strategy development have not been held. USAID felt that response rates on the survey would be low and would not necessarily add new information. The suggestion was to move forward with the knowledge we have from other survey inputs and discussions with mission staff.

Further development of a strategy is anticipated in 2010.

4.1.2 Web-based Dissemination of Communications

Purpose: EGAT currently has a number of web-based knowledge management platforms in use– the RM-Portal, USAID internal/external websites and FRAMEweb. CK2C will work with the FAB team to identify appropriate web-based tools that can be used to complement, supplement and advertise other communications efforts.

Activities:

1. Provide technical or content management support to help update USAID’s internal and public websites.

Accomplishments:

Task Four provided technical support to USAID to help upload video content on a third-party site (Vimeo) and link back to FRAMEweb and USAID’s RMPortal. Materials from the Global Conservation Program closeout event were also uploaded to FRAMEweb through the creation of a community of practice.

4.1.3 Support to SCAPES Program

Purpose: CK2C will support a learning component for the newly awarded SCAPES program. A landscape/seascape conservation initiative, SCAPES will work with CK2C to develop and promote approaches to scale-up large-scale conservation initiatives worldwide.

Activities:

1. Provide support to workshops

Accomplishments:

To date, DAI has provided limited support to the SCAPES activity given its early days. In December 2009, DAI provided technical input to a USAID-led SCAPES retreat with SCAPES partners to discuss best practices for Performance Management Plans. Quarterly meetings with the SCAPES team are planned for 2010 and onward. Detailed activities will be developed jointly with USAID and the SCAPES partners in 2010. CK2C expects to play a critical role in harnessing best practices and learning tools for broader dissemination across a diverse group of development practitioners.

SUB-TASK 4.2: FACILITATE PRODUCTION OF AND DISSEMINATION OF PUBLICATIONS

Purpose: USAID produces a number of reports and publications to meet a diverse set of demands.

Producing timely and informative publications is critical to USAID's outreach and reporting mission.

CK2C will work with the FAB team to identify reporting needs and produce requested publications in a timely fashion. Publications include congressional reports, technical guides and topical fact sheets.

Task 4.2.1 Biodiversity and Forestry Report (118/119)

Purpose: The 118/119 Report is a Congressional Report that communicates program successes in the area of Biodiversity and Forestry across USAID missions, and Central Programs. For the past 2 years, the document has been a combined forestry and biodiversity report since it is felt that the two areas complemented each other.

Writing and editing of the report will begin in February 2010. Preparatory work began in 2009 with the development of an online photo database, drafting of an announcement for USAID's first photo contest, and the recruitment of a technical writer to provide support for the report.

Activities:

1. Write, edit and produce the 2009 Biodiversity and Forestry Report.
2. Create online photo database.
3. Create SOW for technical writer and begin recruitment process.
4. Draft announcement for photo contest.

Accomplishments:

From June-September 2009, Task Four was heavily engaged in providing writing, editing and printing support to USAID for the annual Biodiversity and Forestry report. The report was produced and released in early October.

To prepare for the 2010 Biodiversity and Forestry report, Task Four created an account for photo storage using the online site *Flickr*. Selecting a pro account, CK2C now has unlimited storage capacity for photos across the project to support the Biodiversity and Forestry Team. As of the end of 2009, over 700 photos had been uploaded with tags to help sort and organize the photos.

CK2C also provided support to USAID by drafting an announcement for the FAB team's first-ever photo contest. The announcement went through several stages of clearance and should be announced early March. The results of the contest will further feed the online photo database and will be put into use for the upcoming Biodiversity and Forestry Report.

During December 2009, CK2C worked with USAID to develop a SOW for a technical writer who would provide additional writing support to the Biodiversity and Forestry report.

Task 4.2.2 Biodiversity Guide

Purpose: The Biodiversity Guide provides USAID staff and partners with basic information about designing, managing, and implementing biodiversity conservation programs or activities. USAID would like to maintain the Biodiversity Guide as a living document. Accordingly, end users will be invited to give feedback on the content and structure of the guide during the update process.

Activities:

1. Cost out the printing of the guide in 300 and 500 print runs.
2. Establish a partner page or CoP in FRAME to manage an online community of those invited to participate in the Biodiversity Guide update.

Accomplishments:

Moving toward an interactive online update of the Biodiversity Guide, CK2C created a partner page for the Guide on FRAMEweb in December. The partner page is a closed group where members invited to participate in the update can join in a dialogue on specific sections and download the latest Word copy from the 2005 report.

Further, a quote from Spectrum was received and shared with USAID for a rolling print run of the Biodiversity Guide.

Task 4.2.3 Fact Sheets

Purpose: Fact sheets are an excellent way to communicate to a wide audience key aspects of timely issues. They are fairly quick to produce and kept short, they can have great reach.

It is envisioned that CK2C will assist the FAB Team with the preparation and publication of key communications pieces starting in 2010. These include: new program fact sheets, Lacey Act fact sheet, Biodiversity FAQ, and other thematic pieces of significance to the FAB Communications Strategy.

Accomplishments:

No activities took place in 2009.

SUB-TASK 4.3: ORGANIZE AND ATTEND INDUSTRY EVENTS AND MEETINGS

Purpose: Industry events and other fora are critical to getting USAID's message out to the development community along with forming a link for future collaboration and dialogue.

4.3.1 Seminar Series

Purpose: The USAID FAB Team hosts six seminars a year related to topics of importance to USAID and the broader development community. With three seminars in the fall and three in the spring, USAID invites development practitioners to attend and engage in a technical presentation. The primary objective of the series is for USAID to keep abreast of current issues in development and to engage the broader community on these topics.

Activities:

1. Organize logistics and facilitate delivery of 3 seminar series.
2. Document the seminar and post notes with presentation materials to FRAMEweb CoP.
3. Update seminar series banner to fit USAID branding.

Accomplishments:

The CK2C team assisted USAID in the organization and facilitation of three seminar series in 2009 (Oct., Nov., and Dec.). Support included helping panelists with their presentations before and during the seminar, managing the invitee list and taking notes at the seminars. All documents from the seminars are uploaded to FRAMEweb where visitors can download them free and members can engage in a dialogue.

Task Four also provided support to a redesign of the seminar series marketing materials. This included a redesign of the banner, flyer, sign-up sheet and FRAMEweb COP page.