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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: FY2010 WORKPLAN



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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: FY2010 WORKPLAN

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ACRONYMS

AAR	After Action Review
AOTR	Agreement Officer's Technical Representative
BS-40	Backstop 40
CBNRM	Community Based Natural Resource Management
CK2C	Capitalizing Knowledge, Connecting Communities
CoP	Community of Practice
COPASSA	Conservation Partnership for Sustainability in Southern Africa
DL	Distance Learning
DLI	Development Leadership Initiative
EGAT	Economic Growth, Agriculture and Trade
ENRM	Environment, Natural Resources Management
F2F	Face to Face
FAB	Forestry and Biodiversity
FAQ	Frequently Asked Questions
GCC	Global Climate Change
GIS	Geographic Information Systems
GOM	Government of Malawi
IT	Information Technology
LAC	Latin American and the Caribbean
LCO	Learner Centered Objective
LI	Learning Initiative
LMS	Learning Management System
LPA	Legal and Public Affairs
NGO	Non-Governmental Organizations
NRIA	Natural Resources Impact Assessments
NRM	Natural Resource Management
PMP	Performance Monitoring Plan

REDD	Reducing Emissions from Deforestation and Degradation
RSS	Really Simple Syndication
SCAPES	Sustainable Conservation Approaches in Priority Ecosystems
SME	Subject Matter Expert
TAMIS	Technical and Administrative Information System
TOT	Training of Trainers
UNFCCC	United Nations Framework Convention on Climate Change
USAID/WDC	United States Agency for International Development/Washington, DC
USG	United States Government

GLOSSARY

After Action Review

An After Action Review is a structured review or de-brief process for analyzing what happened, why it happened, and how it can be done better, by the participants and those responsible for the project or event.

Backstop 40

Backstop 40 is a USAID occupational category for technical staff managing programs in the Energy, Global Climate Change, Natural Resources Management, and Urban Housing and Development sectors.

Communities of Practice

A community is a group of people who share an interest and/or a profession. The group facilitates the sharing of information and experiences to learn from each other, and have an opportunity to develop themselves professionally.

Development Opportunities

Development Opportunities are experiential learning activities such as office or position exchange or rotation.

ESRI ArcGIS

ESRI ArcGIS is a geographic information services software application for web-based mapping and analysis.

Learning Initiative Steering Committee

This committee is comprised of CK2C staff and USAID staff representing the Forestry and Biodiversity, Water, Global Climate Change, and Land teams.

Level Two Evaluation

The Kirkpatrick model measures learning results, did the students actually learn the knowledge, skills, and attitudes the program was supposed to teach.

Level Three Evaluation

The Kirkpatrick model measures behavior in the workplace, did the students' behaviors actually change as a result of new learning.

Metadata

Metadata documents data about data elements or attributes, such as name, size, type, association, ownership, or context.

Moodle

Moodle is an open source software application used for Course Management System (CMS), Learning Management System (LMS) or a Virtual Learning Environment (VLE).

RM Portal

The Development Resource Management Portal (RM Portal) is a USAID funded content management system. <http://www.rmportal.net>

RSS

Really Simple Syndication is a family of web feed formats used to publish frequently updated works—such as blog entries, news headlines, audio, and video—in a standardized format.

Tomoye ECCO

ECCO is a Community of Practice solution software application.

USAID University

The University is USAID's Office of Human Resources web-based Learning Management System.

Wiki

Wiki software is a type of collaborative software that runs a Wiki system. This typically allows web pages to be created and edited using a common web browser.

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 FRAMEweb site (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.

Shereen Abdelaaty manages 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 Administrator Emir Pilav, Project Coordinator Lauren Gaum, and GIS Team members, Ioana Bouvier, and Helena Smolich.

The present work plan covers the period from October 1st 2009 to September 30th 2010.

The work to be performed under this Task Order shall consist of four 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

Task 4: Biodiversity Reporting and Communications

The Capitalizing Knowledge, Connecting Communities (CK2C) project was originally designed as a two-year effort that started in 2007. Its overarching goal was to provide in-depth analytical research that would help identify why specific natural resource management initiatives were successful and how those successes can be replicated and expanded. The analytical process – called stocktaking – was designed to involve local experts and key local partner organizations in the research and thereby build their knowledge and improve their visibility among decision makers in the countries concerned. Beyond this aspect of CK2C, the project also manages USAID’s FRAME website and this facility would be used to share knowledge and enable discussion among the stocktaking teams and across a community of interested people and organizations. Furthermore, the lessons learned through stocktaking and shared through the use of FRAME were also conceived to be of value to the third component of FRAME: the training of USAID environmental staff through formal, face-to-face courses and e-learning.

The recent modification to the CK2C contract has added a fourth dimension to the initiative: reporting and communication of knowledge gained from a suite of other USAID programs managed by the Forestry and Biodiversity (FAB) team of EGAT’s NRM Office. This new component (Task 4) meshes perfectly with the exiting components since it provides an added dimension of information and knowledge that will inform and be informed by stocktaking and will enrich the FRAME-based discussions while simultaneously benefitting from the use of FRAME as a communications platform. Moreover, by integrating the research and analysis conducted under the auspices of the FAB team into CK2C training activities, USAID will have a cost-effective way to ensure that the knowledge gained through its investments.

The following work plan describes the specific activities that will be undertaken on each of these tasks during the period ending September 30th 2010. 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.

Annex 1 of the CK2C 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 reports 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); and

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 September 30, 2009, CK2C budgetary expenditure against the three tasks and against biodiversity funding was as follows.

	Tasks 1 and 2	Task 3	Task 4
Non-biodiversity funds expended	\$266,202.77	\$61,772.89	\$1,579.62
Biodiversity funds expended	\$491,456.60	\$506,014.52	\$55,439.08
Total spending	\$757,659.37	\$567,787.41	\$57,018.70

The following table represents the FY2009 funds for Task 3:

Earmark by % total Of FY09 funds		
Biodiversity earmarked	36%	\$218,000
GCC earmarked	13%	\$79,000
Water earmarked	3%	\$18,000
Not earmarked	47%	\$284,000
	TOTAL	\$605,000

CK2C will apply this funding to Task 3 training efforts in alignment with the proportions ascribed to the three Congressional Funding Requirements (“earmarks”). The training modules that are designed and delivered will emphasize integrating ecological aspects into cross-sectoral development programs and the proposed “ENRM 201” course will also have a strong emphasis on biodiversity conservation. Similarly, aspects of global climate change and water management will also be addressed though not to the same degree as biodiversity conservation since there are already stand-alone training courses for these two sectors.

On June 19th 2009, the CK2C contract was modified to add Task 4 to the technical scope, increase the period of performance from two years to five years (ending September 30th 2012) and increase the contract ceiling price by \$4,085,415 to \$5,672,168. This significant modification in scope and scale warrants a revised approach to project management. DAI is now in the process of designing a Technical and Administrative Information System (TAMIS) for CK2C to be launched in the first quarter of FY2010. TAMIS is an Internet based system that allows users to share information about project management and administration across multiple users in multiple locations in real time. Once the TAMIS is operational, we

TAMIS is a system that integrates work plan management, impact and performance monitoring, and project administration into an easy-to-use information system. In its most common form, TAMIS focuses on the tasks and activities in a project's annual work plan. In addition to specifying and tracking timing and resource allocation, TAMIS compiles, sorts, and distributes information pertinent to each task. Each of these components is integrated with the others to ensure that data is entered only once but used in a variety of ways to meet the management and monitoring needs of the project.

will create a web-based version that will enable USAID staff to track project implementation and access project resources using a “one-stop-shop” for all pertinent project information.

With the addition of Task 4, CK2C will have to revise its Performance Monitoring Plan. We expect to accomplish this by the end of November 2009.

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 five Natural Resource Impact Assessments (also referred to as Stocktaking) over the five-year duration of the project. At this time, we are in the final stages of a stocktaking that has focused on community-based forest management in Kalimantan and a second stocktaking that will focus on community-based natural resource management in southern Africa has been launched. 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.

The ongoing assessment of status of CBNRM in southern Africa (in either five or all seven of the countries where the COPASSA cooperative agreement will work); and an assessment of the reasons for success of the CBNRM programs in Malawi will be concluded in 2010. In effect, over the next three years 2010 to 2012 we will undertake complete three stocktaking analyses in addition to the two that are already underway – one in each year. For budgetary and planning purposes, we have identified three possible themes though these will require further assessment to evaluate their potential and value as stocktaking themes. We anticipate close coordination with USAID/EGAT on finalizing the specific themes and topics of the remaining stocktaking activities.

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.

The three potential themes are as follows: forest management in Cambodia where recent policy developments have formalized a process for creating community forest areas and community protected areas; community natural resource management in Mali where decentralization and changes in tenure arrangements have created opportunities for communal management of forests and other resources; and

community management of conservation areas in Malawi, which has seen some significant gains in CBNRM policy, implementation successes and public awareness in recent years. Each of these prospective themes also has important aspects that relate to climate change adaptation and mitigation. In Cambodia, there have been recent agreements between Government agencies and international partners such as Flora and Fauna International, Community Forestry International and Terra Global Capital that offer an opportunity to use Reduced Emissions from Deforestation and Forest Degradation (REDD) principles and models to access financing for forest conservation through voluntary carbon markets – and possibly, eventually through UNFCCC mechanisms – thereby mitigation a major contributor to carbon emissions and global warming. In Mali, climate change adaptation will be crucial for ensuring improvements in livelihoods, sustainable management of natural resources and economic and social stability in the country. The impact of global warming on the Sahel is still poorly understood but there are lessons to be learned from the adaptation strategies that agricultural communities and pastoral groups have developed over millennia of oscillations between periods of relative abundant rainfall and cycles of drought. In Malawi, after decades of minimal progress, recent investments in CBNRM that are based on market incentives are being to bear fruit. The protection of terrestrial and aquatic ecosystems that harbor important biological diversity is beginning to take root. It is of crucial importance to identify the root causes of these successes so that these initial gains can be replicated and expanded.

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. We will use an assets-based approach to the information-gathering portion of these 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.

The CK2C team will adopt essentially the same four step approach that has been used to date for identifying, assessing and promoting these stocktaking initiatives. The process is as follows:

1. Use FRAME and other communication tools to stimulate discussions about possible themes for stocktaking.
2. Once a potential theme appears viable, launch the formal stocktaking in collaboration with USAID staff and potential local partners and experts. A typical stocktaking team will comprise an international consultant as the team leader, four or five local technical experts and one or two administrative support staff. We propose Dr. Jim Seyler to lead the proposed stocktaking in Mali and Malawi. Dr. Seyler – who is fluent in French - has extensive CBNRM experience throughout Africa – especially in the forest and wildlife sectors.
3. Upon completion of the analytical work, convene a national or regional forum to discuss and disseminate the findings.
4. Use FRAME to create and support a Community of Practice that can continue to explore the findings of the stocktaking and use them to build on successes and replicate best practices in NRM.

Upon completing the field-based exercises and forums, we will organize a wrap-up workshop in Washington DC with the senior member of the assessment team presenting the findings. The proceedings of all workshops, along with the assessments, will be cataloged 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.

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:

- Develop, test and deploy the use of an interactive web-based map of NRM best practices as part of the CK2C website;
- Working with communities of practice, identify spatial data to be acquired or developed for selected CK2C stocktaking themes.
- 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.

The CK2C team envisions this tool going beyond as a “best practice” database to gather and disseminate NRM activities, to analytical tool where FRAMEweb members can actually contribute and share geospatial data. CK2C will continue to 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.

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 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).

The fourth and fifth themes have generated e-mail discussions but have not yet generated sufficient broad interest to be elevated to FRAMEweb discussions or Communities of Practice. In 2010 will explore interest in conducting future stocktaking initiatives in Malawi (CBNRM), Mali (Dryland forest management – the fifth theme originally identified) and Cambodia (community forest management).

Activities: Specific tasks are as follows:

1. 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.
2. Work with CK2C knowledge management specialist Sarah Schmidt and Carmen Tedesco to elevate the discussion to the FRAMEweb site.
3. 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).
4. Ensure that the input into the discussion is captured via e-mail threads or (preferably) the discussion threads maintained by the FRAMEweb site.
5. Provide brief weekly updates to the CK2C team on progress of the discussion to be used in public communications.

6. 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 FRAMEweb. Provide recommendations for facilitating or managing discussions.

Outcome: four or five Internet-based discussions launched – three of which to be selected for stocktaking in 2010-2012 – with at least one new stocktaking initiative launched in 2010.

Responsibilities and Timing: Andrew Watson – in addition to the two proposed stocktaking exercises, two FRAMEweb-based discussions or Communities of Practices active by the end of 2010.

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

Purpose: Once additional themes for formal stocktaking have been selected, 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.

Activities: The CK2C Stocktaking activities will be aimed at feeding experiential knowledge about current best practices into program and project designs. The regional stocktaking in southern Africa aims to tap the wealth of experience and knowledge of community-based natural resource management in southern Africa and 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.

The proposed CK2C Stocktaking activity in Malawi will assist the expanded CBNRM Task Force in feeding experiential knowledge about current best practices in community management into future policy/institutional initiatives and program and project designs aimed at conserving Malawi's forests and biodiversity. Since the 1990's, the Government of Malawi (GOM), with support of various donor-funded projects, non-governmental organizations (NGO) and others, has been attempting to implement co-management – or collaborative management, as it is termed in the wildlife sector – in many of Malawi's protected areas, forests and lakes. However, the approaches used have varied, partly because of NGOs' and donors' changing thinking and attitudes towards co-management. Although the GOM recognizes that there is probably no single, correct approach to collaborative management, the implementation methodologies applied – from private sector models and commercialization of non-timber forest products to more traditional community outreach programs – and the results obtained signaled the need for a review. Thus, a community management task force was established under the Direction of National Parks and Wildlife in mid 2008, and in December 2008, the GOM, with USAID support, held a Round Table Meeting on Collaborative Management of Protected Areas In Malawi to assess what can work, and what

may not for collaborative management in the Malawian context. Based on the experience of those who are working with communities close to protected area boundaries in Malawi and drawing on expertise from outside Malawi, the objective of the roundtable was to seek consensus on the strategies that it should take to optimize the benefits – to people and to wildlife – from collaborative management. In particular, the GOM sought input from participants on the development of a more robust and consistent institutional framework for collaborative management that will guide GOM and partner efforts in the future to develop better stewardship leading to improved livelihoods and biodiversity/natural resource management.

Outcome: For each stocktaking exercise (one underway and one to be launched in 2010), 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 FRAMEweb site.

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 has developed a web-based tool that will enable us to facilitate the sharing of spatial information relating to the two stocktaking themes. Beyond this, CK2C envisions a global user-generated web-based system to share NRM activities geospatially to catalyze discussions.

Activities: The following activities will be undertaken:

- Continue to develop, test and deploy the use of an interactive web-based map of NRM activities as part of the FRAMEweb site using ESRI ARCGIS software;
- Working with communities of practice, identify spatial data to be acquired or developed for selected CK2C stocktaking themes;
- 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.

For 2010, the anticipated themes include: 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) and community based natural resource management in Malawi.

Outcome: Formal presentations and published materials.

Responsibilities and Timing: Andrew Watson support by CK2C Geospatial Specialists.

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 FRAMEweb discussion groups and other potential collaborators to create CoPs if the participants feel that this 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 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 email-based discussion groups to consider becoming formal CoPs on the FRAMEweb site if the participants feel this would be useful for accomplishing their goals, such as the African Drought Risk and Development Network established on FRAMEweb in 2009. When we identify other groups that might benefit from becoming FRAMEweb CoPs, we will solicit their interest, as in the Global Fish Alliance partner page also created in 2009. We anticipate that CK2C stocktaking activities will create momentum and interest in forming CoPs – either using FRAMEweb or other ways to share knowledge and ideas.

Activities:

- Mentor CoP champions and moderators to effectively manage communities and discussions.
- Conduct member outreach to facilitate participation – networking, information sharing, and discussions
- Initiate and manage at least three online discussions to deepen understanding of key topics for the NRM community.

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

Outcome: The result of the mentoring and outreach will be sustained relationships with partners and champions, and increased awareness for FRAMEweb members of content and networking opportunities. In addition, at least three CoPs will be created and maintained.

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. This outreach will be conducted on a continual basis, with communities created by the end of 2010.

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 FRAMEweb 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 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 will focus on the following sub-tasks under Task Two:

- Manage the FRAMEweb 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 FRAMEWEB SITE

Purpose: 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.

Approach: With the 2008 launch of FRAMEweb 2.0 (Tomoye ECCO) the CK2C team redesigned the FRAME logo and templates, restructured communities, migrated all library holdings to USAID's RM Portal, and archived and documented previous community discussions. With this redesign, the CK2C 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. The Team will continue to provide reliable, secure access to features supporting online document sharing, discussion forums, and website hosting.

Activities:

1. Securely maintain hardware and Tomoye ECCO software. Manage and update user interface utilizing the latest versions as available.
2. Continually, add and update 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. Maintain collaborative relationship with USAID's RM Portal through the integration of customized web-links and RSS feeds.

Outcome: FRAMEweb's redesign has led to increased relationships with other online knowledge sharing partners. Using Tomoye's ECCO platform has resulted in a continual affiliation with the Tomoye BEST Community of Practice. This will allow the CK2C Team to stay abreast of recent advances in the use of the software and knowledge management methodologies. A collaborative relationship with the RM Portal will allow greater access to NRM research and documents, including FRAMEweb archived community of practice collections in a more efficient way.

Responsibilities and Timing: Sarah Schmidt and Carmen Tedesco will facilitate content for the topic sections via RSS feeds and customized links to the RM Portal Library on an on-going basis. Relationships with Tomoye and RM Portal managers will continue through the life of the 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 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 will use 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 will help set the norms and expectations for community participation and bolster 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 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 FRAMEweb. 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 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 frequently downloaded webcasts (Introducing FRAMEweb 2.0., Becoming a Member, and Participating via Email), 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, such as the US Forest Service webinar conducted in year two, 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 FRAMEweb site and the results of the stocktaking investigations.

Activities:

1. Conduct training sessions with community leaders and champions 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 for improved knowledge sharing.

Outcome: Updated quick reference guides, “How To” videos, and the CoP wiki will allow FRAMEweb 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, FRAMEweb will empower users and community leaders/champions to contribute and expand their knowledge and network and make the most of their online experience. The use of e-mail based subscriptions and “push” based communication strategies, including:

- FRAMEgram newsletters;
- Online surveys and events;
- Targeted dissemination of information.

These strategies 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 continue to create and publish user and training guides and videos. 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 conceptualize and establish a USAID Environment and Natural Resource Management (ENRM) Learning Initiative (LI), 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.

This competency-based LI is responding to a critical need for more learning opportunities for staff working on environment programs due to changes and realities faced by USAID today: a) 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; b) USAID is doubling its Foreign Service population through the Development Leadership Initiative (DLI) and c) USAID is putting greater emphasis on working with non-Agency partners (this includes working with Departments of Defense and State as well as non-governmental public and private sector partners).

This NRM Learning Initiative will help USAID Environment Officers' and staff managing environment programs acquire and master proposed competencies by:

- Offering a learning path to keep knowledge and skills current. This learning path will offer staff continuous learning through blended approaches that will incorporate distance learning as well as face to face learning opportunities.
- Creating a virtual gateway to offer self-directed learning resources and stimulate knowledge sharing. The virtual gateway will offer collaborative learning models to facilitate informal learning activities and ensure access to learning resources.

During the first two years of the project, CK2C project team and EGAT staff finalized a training-needs assessment conducted through interviews, surveys and focus groups and developed a set of competencies for mid-level USAID staff working on environment and NRM. These proposed competencies were included in the Backstop 40 set of competencies developed for the Current Workforce Competencies Manual prepared by the Office of Human Resources.

The training needs assessment and competencies were the foundation to develop a five-day face to face (F2F) Environment and Natural Resources Management (ENRM) Overview course launched and delivered three times (Panama City, Pretoria and Washington DC) during the first two years of the project. In order to enrich the learning experience, in April 2009 the CK2C team added a distance learning (DL) component to the ENRM Overview course. This DL component called "Foundations Distance Learning Course" has also received positive feedback and it is an integral part of the ENRM Blended Overview course.

This workplan includes two additional deliveries of the ENRM Overview course (blended version) in Asia (Philippines) and Washington DC.

The Learning Initiative has three main components: 1) building and developing the learning initiative itself; 2) training (face to face, DL and blended courses); and 3) virtual learning resources that includes a virtual library, a calendar, the development of communities of practice (CoP) and a mentoring program (Mentor Connect). This year the team will focus on key steps to build and develop the learning initiative, to develop a series of blended courses, will launch the web based Learning Initiative Gateway, and initiate a CoP and mentoring program.

In regards to training this year, the CK2C team with EGAT staff will (1) develop, design and deliver one ENRM advanced course (ENRM 201) using a blended approach (F2F and DL); (2) standardize and deliver six one day Short Courses; and (3) develop and design at least three courses focused on identified technical areas: monitoring and evaluation, earmarks and reporting and NRM and Conflict. As part of the Virtual Learning Resources, CK2C will start this year the design and development of the Learning Gateway (virtual library and calendar) and communities of practices and mentoring components. The last component of the LI is “Development Opportunities,” will be explored and possibly developed in the following years.

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 will continue to coordinate with the other training programs being implemented by other EGAT offices and by the Regional bureaus.

The overarching objective of this Learning Initiative is to update and improve the technical skills, awareness and capacity of USAID staff in the core competencies needed for state-of-the art Environment and NRM programming. Overall CK2C task 3 main objectives 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.

SUB-TASK 3.1: DEVELOP AND BUILD NRM LEARNING INITIATIVE

Purpose: To create a learning path and set of learning resources to help USAID staff managing environment/NRM programs acquire the proposed competencies.

Approach: The CK2C approach for this competency-based learning initiative follows self-directed and experiential learning approach based on three premises: a) staff members want to be able to take initiative and responsibility for their own learning; b) given current work demands and location of USAID staff around the world, learning resources that staff can access at any time and place need to be offered through a variety of means; and c) adults learn through reflection, discussion and application of the knowledge, skills and tools offered in a training program.

Estimated budget:

The total budget estimated for Task 3 on FY 2010 is \$605,000. A detailed description of assumptions and amounts is presented at the end of each sub-task.

3.1.1. COMPETENCY-BASED ENRM LEARNING PATH:

Purpose: To allow USAID staff access to a Learning Path - a set of learning opportunities and resources which any USAID staff will be able to access at any time across the globe. The access to the Learning Path will be achieved through the Learning Gateway (3.3.1). The learning path encompasses the different components of the ENRM Learning Initiative mentioned in the introduction including: training, virtual resources (library and calendar), CoPs and Mentoring.

Approach: Compare the proposed Learning Path with the new Backstop 40 competencies defined by the Human Resources Office and make require adjustments based on this review. The main objectives is to make sure the ENRM Learning Initiative continues being “Competency Based;” providing a competency development tool for all Backstop 40s and other USAID staff working on environment programs.

Activities required to finalize this Learning Path:

1. Analysis and application of the new BS-40 competencies in the development of the learning initiative, learning path, and new and ongoing development of training course objectives.
2. Incorporation of the new set of competencies in the Learning Initiative.

Responsibility and timing: Patricia Garcia and Andrew Watson.(December 2009)

Outcomes:

Learning path for USAID staff working on environment programs updated based on backstop 40 competencies and accessible through the LI Gateway.

Backstop 40 competencies will be accessible through the LI Gateway.

Estimated Budget: \$40,000

This budget amount includes also LOE required for the overall management of the CK2C learning initiative efforts.

3.1.2. TRAINER RECRUITMENT AND FIELD ADOPTION OF THE LEARNING INITIATIVE

Purpose: To build a cadre of trainers and facilitators to support ENRM training across the globe.

Approach: Acknowledging that as the Learning Initiative continues to grow, additional input from subject matter experts (SME) and trainers to support ongoing face to face, distance learning and blended learning programs will be needed to develop and maintain ongoing programs. Using existing courses as a model and with input from current trainers, the training team will work to identify criteria for selecting and recruiting new trainers/SMEs to contribute to the Learning Initiative both at USAID/ Washington and in the field.

Activities to support this effort:

1. Assist USAID team to develop criteria for selecting new trainers.
2. Define process for bringing new USAID/ Washington trainers onto the training team.
3. Design and delivery of Training of Trainers (TOT) for current and new trainers.
4. Identification of criteria for selection and process for recruiting and incorporating field based trainers.

5. Monitor and guide the progress and path of new trainers.

Responsibilities and timing: Patricia Garcia (September 2010)

Outcomes:

- Document with criteria to select new trainers
- TOT participant workbook
- Three TOT courses delivered – December 2009, February/ March 2010 and third/ fourth quarter FY2010.

Estimated Budget: \$35.000

3.1.3. ENRM LEARNING INITIATIVE MONITORING AND EVALUATION

Purpose: To capture feedback and lessons learned from each training course (face to face -F2F and distance learning -DL) as well as virtual learning resources.

Approach: To develop a monitoring and evaluation system for collecting data across learning events, building on data captured for 2008-2009 learning activities. These efforts will help to create comprehensive reporting on Learning Initiative components to be able to accurately monitor, evaluate and adaptively manage CK2C Task Three training.

Activities for monitoring Learning Initiative components:

1. Course report: including results of participants training evaluation and After Action Review (AAR) after each course.
2. Identify a standard set of data to be collected during implementation of this Learning Initiative, periodically do an analysis of course data across multiple deliveries/time periods to identify trends and make adjustments as needed to Learning Initiative training courses and virtual learning resources.
3. Identify methodology to conduct an evaluation of the knowledge or skills acquired by participants as well as the level of application of that knowledge or skills in the workplace (Levels 2 and 3 evaluations –Kirkpatrick model).
4. Annual project report and evaluation on training and virtual learning resources.

Responsibilities and timing: Patricia Garcia, Sarah Schmidt and Meredith MacDonald (Activity 1 – one month after each course; Activities 2 and 3 - January 2010; and Activity 4 September 2010)

Outcomes:

- Summary report of AAR and evaluations of the three ENRM overview courses delivered through September 2010.
- Methodology to conduct evaluation of knowledge and skills acquired as well as application of that knowledge.
- Enhancement of data collection form for course participants to include other critical data for reporting, example: demographics of participants, participation on distance learning opportunities and CoP, post-course application of knowledge and skills.

- Report of training data collected from delivers through September 2010.

Estimated budget: \$5,000.

3.1.4. SUPPORT FOR INSTITUTIONALIZATION AND SUSTAINABILITY OF THIS LEARNING INITIATIVE

Purpose: To support USAID ENRM training team to promote institutionalization and sustainability of the Learning Initiative.

Approach: Provide support to the USAID team as needed to increase awareness, encourage support for and promote adoption of sound learning methodologies used in CK2C Task Three activities to other USAID offices.

Activities to support USAID:

1. Integrate the new USAID BS-40 competencies into ongoing and new learning efforts.
2. Assist USAID team to design and facilitate a workshop and an open house with contractors to share best practices in training and explore opportunities to improve training across the Agency through the application of adult learning methodologies and the experiential learning cycle.

Responsibilities and timing: Patricia Garcia and Sarah Schmidt (Ongoing)

Outcomes:

- Matrix with an analysis of the Backstop 40 competencies and the current training opportunities offered by EGAT and the Regional Bureaus.
- Logistics and facilitation support for two events (workshop and open house with contractors) to share information and gather data on the learning initiative.

Estimated Budget: \$10,000

SUB-TASK 3.2: TRAINING COMPONENT

3.2.1. ENRM BLENDED OVERVIEW COURSE FINALIZATION:

Finalize DL Foundations Course – Designed, delivered and assessed

Purpose: To review and refine the current DL ENRM Foundations course.

Approach: This DL ENRM Foundations course is a pre-requisite for the F2F ENRM overview course and will be offered twice during October 2009-September 2010 (Philippines and Washington DC). The course has been successfully delivered twice and requires a review based on feedback received.

The audience of this course will be staff taking the ENRM overview course.

CK2C currently uses the “Learning Center” hosted in the RMportal (Moodle) 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 as a standalone course with minimum trainer support.

Activities:

1. Review feedback received from trainers.
2. Make course adjustments as appropriate.
3. Improve sessions using new technology.
4. Deliver course four weeks before F2F trainings in Asia and Washington DC.

Responsibilities and timing: Meredith MacDonald (September 2010)

Outcomes:

- DL Foundations course uploaded in the RMportal/learning center
- Course report and evaluation documents for each course delivery
- Trainer's Guide: How to navigate the DL Foundations Course in the RMportal/learning center
- Two DL Foundation courses delivered

Finalize ENRM Overview F2F

Purpose: To finalize the design and replicate the ENRM Overview course twice in Philippines and Washington DC.

Approach: The CK2C team will deliver the ENRM course in Asia (Philippines) and Washington, DC during 2010. The team will also finalize the Course Guide for Trainers (Instructor Manual, PowerPoints, participant workbook, course checklist) based on feedback received from ENRM course participants and trainers.

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

Activities:

1. Finalize the Course Guide (Trainers' Manual, PowerPoints, Participant workbook, course check list and field trip organizers guide). This Course Guide will also include clear instructions about specific training sessions that may need to be updated before every delivery and a short trainer's adult learning methodology guidance.
2. Deliver course in January 2010.
3. Deliver Course in July 2010.

Responsibilities and timing: Patricia Garcia – Overall design and development of the Course Guide (September 2010). Sarah Schmidt/ STTA – Participant manual, course logistics and course delivery. (Ongoing)

Outcomes:

- Course Guide: September 2010.
- ENRM F2F course delivered twice: January 2010, July 2010.

Estimated budget for 3.2.1. ENRM Blended Overview Course finalization: \$120,000.

This budget includes the possibility of having one STTA delivering the course in DC and only USAID trainers in Philippines.

3.2.2 DISTANCE LEARNING STAND ALONE FOUNDATION COURSE

Purpose: To provide stand-alone Foundations course for USAID staff.

Approach: CK2C will offer the Foundations DL course as a pilot program for a period of three months and analyze participation in distance learning to look for trends. CK2C and USAID will then make decisions about future deliveries of the course.

Activities:

1. Adapt current Foundation Course based on needs and target population
2. Identify and target participants - market the course through the Learning Gateway (3.3.1) and other USAID information channels (USAID University, EGAT Portal, etc)
3. Launch and monitor the course
4. AAR after three months

Responsibility and timing: Meredith MacDonald – course launched on second quarter (January-March 2010), AAR and evaluation report (April 2010).

Outcomes:

- Foundations course uploaded in RMportal
- AAR and participants evaluation reports
- Proposal for future deliveries of this course

Estimated Budget: \$10,000.

This budget includes limited time for the distance learning specialist to monitor the interaction among participants.

3.2.3 SHORT ONE-DAY COURSE

Purpose: To finalize the ENRM Short course and create a methodology that allows multiple year deliveries of the course by different trainers.

Approach: The CK2C team will create a Trainer’s Course Guide to allow new trainers to easily understand what the course is about and how it should be delivered.

Activities:

1. Finalize design of the course.
2. Finalize Trainer’s Course Guide (instructor manual, participant workbook, checklist)
3. Monitor first three deliveries and propose any required changes in Trainer’s Course Guide.

Responsibilities and timing: Patricia Garcia and Sarah Schmidt (September 2010)

Outcomes:

- Course guide finalized - June 2010
- Course delivered 6 times between October 2009 and September 2010
- Course evaluation report

Estimated budget: \$35,000

This budget includes does not include cost of facilitates as it will be delivered at TRG or DAI facilities. This budget also is assuming that the facilitation will rotate between Meredith MacDonald and Patricia Garcia.

3.2.4 ENRM 201 BLENDED COURSE DESIGNED, DELIVERED AND ASSESSED

Purpose: To offer a blended advanced technical course as a follow up of the ENRM overview course. This advanced course will offer specific and deeper technical knowledge/skills related to the competencies identified for backstop 40 positions. The technical areas, final content and delivery methods will be determined in close collaboration with the USAID Task 3 Steering Committee and course manager.

Approach: This is a competency-based blended course that will have distance learning and F2F components. The decision about delivery methods will be made based on the learner centered objectives (LCOs) and key content required to achieve those objectives. It will aim at offering key knowledge through the distance learning module and enhance the experiential opportunities during the F2F component.

We expect this course will require a set of training skills like coaching and experiential activities facilitation such as simulations and role plays, therefore a short TOT specific to these skills may be required.

Activities:

1. Identify course development process:

- Define audience, LOCs and key content required to achieve proposed objectives, through a collaborative process between CK2C team and USAID’s core training team.
- Identify subject matter experts (SMEs) or content developers.

2. Design the Advanced ENRM course:

- Develop Course Content: SME(s), adult learning specialists in close collaboration with USAID’s course manager and Steering Committee will develop the course content and experiential activities. This stage includes the identification of proper adult F2F and distance learning tools/methodologies that enhance participants learning process.
- Design and develop Trainer’s Course Guide and Participant Workbook.
- Promote the course and register participants: include announcement about the course, LMS posting, registration and follow up.

3. Course delivery and Finalization:

- Design and deliver a TOT on advance facilitation and basic coaching skills for course trainers
- Deliver and monitor the ENRM Advanced course (one delivery in third quarter 2010).
- Finalize ENRM Advanced course based on feedback received from participants and USAID’s CK2C core training team.

Responsibilities and timing: Patricia Garcia, Meredith MacDonald, Sarah Schmidt and STTA. One course will be delivered July 2010.

Outcomes:

- ENRM Advanced course designed and delivered once.
- Course evaluation and AAR.
- First version of Trainer’s Course Guide
- First version of Participants Manual
- TOT delivered

Estimated Budget: \$110,000

This budget includes only one delivery and possible STTA during the design and delivery.

3.2.5 NRM AND CONFLICT COURSE

Purpose: To design and deliver a course focused on conflict and NRM.

Approach: This may be a blended course that will have distance learning and F2F components. The decision about delivery methods will be taken based on the LOCs and key content required to achieve those objectives. If blended, the delivery methodology will aim at offering key knowledge through distance learning modules and enhancing the experiential opportunities during the F2F component.

Activities:

1. Course scoping and design:

- Identify and recruit SMEs
- Define target audience, learner centered objectives and content/technical focus of the training through a collaborative effort between CK2C team, SME(s) and USAID’s course manager.
- Develop course content: the SME(s) and adult learning specialist in close collaboration with USAID course manager will develop the course content. During the first stages of the content development process the team will make decisions about delivery methodologies.
- Design and develop Trainer’s Course Guide and Participant’s workbook.
- Promote the course and register participants: include announcement about the course, LMS posting, registration and follow up.

2. Course Delivery and Finalization:

- Deliver and monitor NRM and Conflict course.
- Finalize NRM and Conflict course based on feedback received from participants and USAID’s CK2C core training team.

Responsibilities and timing: Patricia Garcia. One course will be delivered September 2010.

Outcomes:

- NRM and Conflict course designed and delivered once.
- Course Evaluation and AAR.
- First version Trainer’s Course Guide
- First version participant workbook

Estimated Budget: \$40,000

This budget assumes only one delivery of one or two day course max. It may include a DL module and be designed with STTA plus adult learning specialists.

3.2.6 REPORTING AND EARMARKS COURSE

Purpose: To design and deliver a course focused on NRM Reporting and Earmarks.

Approach: This may be a distance learning only course, however the final decision about the most appropriate delivery method will be the result of the analysis of the LOCs, audience and key content to be delivered. The course will also be competency-based according to the main objectives of the Learning Initiative.

Activities:

1. Course Scoping and Design:

- Identify SMEs (STTA or USAID)
- Define audience, LOCs, content of the training and delivery method through a collaborative effort between CK2C team and USAID’s core training team.
- Develop content for the Reporting and Earmarks Course: SME(s), adult learning specialist and USAID course manager in coordination with USAID Task 3 Steering Committee will develop the content of the course and identify the most appropriate delivery method. It includes identification of adult learning tools/methodologies (F2F or DL) that enhance participants learning process.
- Design and Develop Trainer’s Course Guide and Participant virtual materials.
- Promote the course and register participants: include announcement about the course, LMS posting, registration and follow up.

2. Delivery and Finalization

- Deliver and monitor the course. One delivery this year.

- Finalize Reporting and Earmarks course based on feedback received from participants and USAID’s CK2C core training team.

Responsibilities and timing: Meredith MacDonald and Sarah Schmidt. One course will be delivered September 2010.

Outcomes:

- NRM Reporting and Earmarks course designed and delivered once and uploaded in the LI Gateway.
- Course evaluation and AAR
- First version Trainer’s Course Guide

Estimated budget: \$15,000

This budget assumes it is a distance learning course, delivered once

3.2.7 SUPPORT FOR GLOBAL CLIMATE CHANGE LEARNING AND TRAINING ACTIVITIES

Purpose: CK2C will provide support to the GCC Training Contractor to apply the methodologies (adult learning, etc) and match their GCC training products (design, participant book style, etc.) to the ENRM family of products, and to work with them to utilize the ENRM Learning Initiative gateway. Approach and Activities under this sub-task will be discussed with the GCC USAID team and their partners.

Estimated budget: \$75,000.

SUB-TASK 3.3: VIRTUAL LEARNING RESOURCES

3.3.1. CREATE AN INTERACTIVE WEB-BASED LEARNING GATEWAY

Purpose: To provide a one-stop-shop for USAID staff to access ENRM learning resources and events.

Approach: CK2C will develop, build and manage an interactive web based system using USAID approved software. This system will serve as the home for Initiative based communications and be comprised of a training catalog and calendar, library of related resources and ENRM course registration forms. In addition to this content, the system will also provide users dynamic guidance on priority learning activities and resources based on criteria set by the USAID ENRM-LI Steering Committee (i.e. competency level or BS 40 sector). Through this process, the CK2C team will continue to collaborate with other USAID information providers and systems such as USAID/EGAT Portal, USAID’s Resource Management Portal, USAID’s Knowledge Management Services and USAID University.

This **activity** includes:

1. Proposal of virtual space, structure and design.
2. Build Learning Gateway core structure
3. Populate home pages with ENRM-LI information and communications
4. Definition of content and structure of virtual library, calendar and course catalog - mechanisms for maintenance

5. Communicate and work with EGAT Portal team, when appropriate, to cross reference common materials and resources
6. Launch and promotion of the Learning Gateway
7. Maintain links and catalogs with current information

Responsibilities and timing: Sarah Schmidt with DAI's web development team will design, build and test an interactive web based system using USAID approved software. The core structure will be designed and developed by December 2009. Development, customization and population of content will continue through June 2010 with final launch July 2010.

Outcomes:

- Recommendations document(s) for virtual gateway development, implementation and maintenance.
- Virtual Learning Gateway for USAID staff to include: learning path, competencies, learning opportunities.
- Web-based registration forms for ENRM (CK2C sponsored) courses.

Estimated budget: \$50,000

3.3.2 RESOURCE LIBRARY

Purpose: To create a central, searchable repository for learning initiative resources.

Approach: CK2C will develop and maintain, with other learning activity providers, a virtual library with materials from training events as well as information for self-directed learning. To begin, the virtual library will be the repository for all current training materials and information. Over time, the library will be populated for additional resources to support USAID ENRM staff in meeting the competency guidelines.

Activities in this area will include:

1. Definition of content and structure of the virtual library including mechanisms for maintenance
2. Communicate and work with EGAT Portal team, when appropriate, to cross reference common materials and resources
3. Populate and organize virtual library content
4. Launch and promotion of as part of the Learning Gateway
5. Maintain links and catalogs with current information

Responsibilities and timing: Sarah Schmidt and DAI web development team, working with USAID ENRM staff, will develop and populate a virtual library space to make EGAT/NRM training materials available to USAID staff (June 2010).

Outcomes:

- Document with recommendations on library development including: metadata categories, roles and responsibilities for populating the library and maintenance overtime.

- Interactive (user based) virtual resources library with information to support learning across all competency areas including: training resources and materials, resource guides, etc.

Estimated Budget: \$20,000

3.3.3 TRAINING CALENDAR

Purpose: To provide a central calendar for ENRM related learning opportunities.

Approach: CK2C will develop and maintain, with other learning activity providers, a comprehensive calendar with relevant information to support ENRM competency enhancement. This calendar will build on current USAID resources and create an easy way for learners to connect with course/event information and registration resources.

Activities in this area will include:

1. Definition of content and structure of the training calendar and process for maintenance.
2. Communicate and work with EGAT Portal team and USAID Office of Human Resources LMS Team, when appropriate, to cross reference common materials and resources
3. Populate calendar using existing resources.
4. Work with other technical training coordinators in the ENRM/BS-40 sector to obtain, upload, link and maintain relevant information on their courses and training initiatives to the ENRM Learning Gateway.
5. Develop new database resources, as needed to fill gaps.
6. Launch and promotion as part of the Learning Gateway.
7. Maintain links with current information.

Responsibilities and timing: Sarah Schmidt and DAI web development team, working with USAID ENRM staff, will develop and populate a virtual calendar to make EGAT/NRM training events visible and easy to access for USAID staff. The initial structure with limited population will be completed December 2009 with final launch July 2010.

Outcomes:

- Interactive (user based) web-based training calendar.

Estimated Budget: \$15,000

3.3.4 COMMUNITY OF PRACTICE

Purpose: To promote knowledge sharing among USAID staff.

Approach: Building on the work of FRAMEweb, CK2C will establish a Communities of Practice (CoP) to support post-training participant networks and facilitate continued conversation between USAID staff that are interested in common ENRM topics.

Activities for this area will include:

- Identify lessons learned from current FRAME CoP activities.

- Develop in-course and post-course process for participants to get involved in CoPs.
- Monitor and report on CoP activity on a regular basis.

Responsibilities and timing: Sarah Schmidt (September 2010)

Outcomes:

- Survey and report of FRAME users and former course participants.
- Identification of CoP topic hosts from current courses.
- 2-3 open CoP sites around topics of interest hosted by course participants from the ENRM Overview course.
- Integration of CoP component into future training efforts.

Estimated Budget: \$10,000

3.3.5 MENTOR CONNECT

Purpose: To promote the connection between mentors and mentees through the Learning Gateway. The main audience of “Mentor Connect” are DLIs and/or junior USAID staff working on environment programs.

Approach: 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. CK2C will build the program capitalizing in lessons learned from the Expert Locator program in EGAT, the CoP’s experience in FRAMEweb and other mentoring programs experiences in USAID and other TRG clients.

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. Identify lessons learned from Expert Locator program in EGAT.
2. Write guidelines and lessons learned for mentors and mentees based on current field practices.
3. Identify possible mentors and mentees
4. Promote connections among mentors and mentees through the Learning Gateway.

Responsibilities and timing: Patricia Garcia (September 2010)

Outcomes:

- Guidelines for mentors based on lessons learned.
- Mentor Connect program launched by September 2010

Estimated Budget: \$15,000

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

The Task Four team will ensure that linkages across the project are identified and leveraged. Linkages might include repurposing stock-taking results into knowledge sharing products; integrating the outputs into training activities; and using FRAMEweb as a communications tool where appropriate. Starting in 2010 and continuing in 2011 and 2012, Task Four will also support the organization of meetings and symposia that will help develop, synthesize and publicize knowledge gained from implementation of the newly awarded landscape conservation initiative, SCAPES.

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.).

Approach: 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

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. Also under examination will be the role of FRAMEweb and the RMPortal in the FAB Team's Communication Strategy, and the level of commitment to its use by USAID's staff.

Activities include:

1. Prepare interview guide/questionnaire for cross-section of interviews in USAID/WDC and missions. (Nov 2009)
2. Conduct focus group meetings with subset of USAID staff in Washington. (Nov 2009)
3. Conduct telephone interviews with subset of mission staff. (Nov 2009)
4. Review data collected and begin to draft strategy. (Jan 2010)
5. Develop with USAID input and collaboration FAB team three-year Communications Strategy. (Feb 2010)

Outcome: CK2C expects to produce a three-year Communications Strategy for the FAB team's use.

Responsibilities and Timing: Shereen Abdelaaty and the CK2C team will work with Diane Russell and Andrew Tobiason on the development of the strategy over the course of the 5 month period.

4.1.2 WEB-BASED DISSEMINATION OF COMMUNICATIONS

Purpose: EGAT presently has a number of web based knowledge management platforms in use—RMPortal, 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.

Approach: The aforementioned communications strategy will identify how best to use FRAMEweb, the CK2C geospatial tool, USAID's RMPortal and other services to ensure broad dissemination of FAB communications. CK2C may be tapped to provide technical or content management support to help update USAID's internal and public websites.

Outcome: Using web based tools to disseminate best practices and lessons learned provides USAID with greater reach to a wider audience in a dynamic and cost efficient manner.

Responsibilities and Timing: Leveraging successes under FRAMEweb, Shereen Abdelaaty and the CK2C team will work with Andrew Tobiason on web-based tools on an on-going basis.

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.

Approach: Activities will be organized to support cross-partner learning and best practices development. Detailed activities will be developed jointly with USAID and the SCAPES partners starting in November or December, and implementation could start as early as January 2010.

Illustrative activities of how CK2C might support efforts to scale-up conservation programs include:

1. Host workshops
2. Manage publications
3. Facilitate performance monitoring plan (PMP) development
4. Facilitate strategy and development of communications activities
5. Facilitate use of technologies
6. Showcase partner work
7. Support cross-site visits/cross-fertilization

Outcome: CK2C expects to play a critical role in harnessing best practices and learning tools for broader dissemination across a diverse group of development practitioners. Serving in this capacity, CK2C will free up SCAPES partners to focus their energies on conservation initiatives.

Responsibilities and Timing: Shereen Abdelaaty and the CK2C team will facilitate the learning component for SCAPES in consultation with Andrew Tobiason and other SCAPES AOTRs.

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

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.

Approach: CK2C will assist USAID with their publication needs - repurposing, writing, copy editing and publishing - on an as needed basis.

TASK 4.2.1 BIODIVERSITY AND FORESTRY REPORT (118/119)

Purpose: The 118/119 Report is a Congressional Report which communicates program successes in the area of Biodiversity and Forestry across USAID missions, and Central Programs. For the past 2 years, the report has been a combined one as forestry and biodiversity complemented one another. While the 118 Report is required and fairly straight forward, the 119 is neither.

Approach: A decision by USAID will be made on whether a combined report for 2010 is appropriate or whether a Forestry-only Report will be produced, with an electronic update of the Biodiversity Report or some other approach to summarizing the information received.

Working with the assumption that a combined report will be produced in 2010, the following activities will take place.

Activities:

1. Create online photo database. (Nov 2009)
2. Launch Photo Contest. (Announce in December, due by March 1, announce winners on World Forestry Day [March 21] or Earth Day [April 22] or in between.
3. Draft narratives based on mission submissions to FACTS. (Beginning in Jan 2010 on a rolling basis, last ones ready by March 15)
4. Have text for all narratives cleared and ready for print. (May 2010)
5. Print report. (May 2010) Try to announce and distribute around International Day for Biological Diversity [May 22] or World Environment Day [June 5]

Outcome: To date, print copies of the 118/119 Report have generated much interest in the development community. This sub-task will ensure that past efforts are built-upon meaningfully and effectively.

Responsibilities and Timing: Shereen Abdelaaty and Andy Tobiason, with input from short-term consultants on the CK2C team, will manage the production of the report. It is expected that writing of select narratives can begin as early as January with the final report published by May 2010.

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.

Approach: Using a partner page on FRAME will enable USAID to seek input to the update in a collaborative manner and tap existing networks, such as the ENRM Training alumni networks. Comments and suggestions for additions or deletions to the guide can then be adopted as appropriate.

Activities:

1. Cost out the printing of the guide in 300 and 500 print runs. (Nov 2009)
2. Establish a partner page or CoP in FRAME to manage an online community of those invited to participate in the Biodiversity Guide update. (Nov 2009)
3. Facilitate a brainstorming session with the USAID Biodiversity Working Group to discuss structure and content of the guide. (Feb 2010)
4. Work with USAID to update guide and solicit input from the FAB Team and USAID missions through FRAMEweb and other tools as appropriate. (Ongoing)
5. Print copies of report as needed on a rolling basis.

Outcome: Moving toward an interactive online update of the Biodiversity Guide through a partner page on FRAMEweb will promote cross-learning on a larger scale and reinforce efforts in the training arena on how best to manage biodiversity programs. It is anticipated that contributions to the guide from the end users themselves will enrich the guide and its relevance.

Responsibilities and Timing: Shereen Abdelaaty and Andrew Watson will work with Diane Russell on the update of the Biodiversity Guide. The guide is to be updated and distributed on a rolling basis throughout the life of project. Upcoming target date: June 2010 (DC ENRM Training).

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.

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

Outcome: Through the publication of thematic fact sheets, USAID staff and partners will become more informed of key issues affecting the development community and program results.

Responsibilities and Timing: Shereen Abdelaaty will work with FAB staff on fact sheets on an on-going basis.

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.

Approach: To complement USAID's efforts to disseminate best practices, CK2C will work with the FAB team to gain exposure at industry events and contribute to thought leadership by supporting organization and results dissemination of a regular seminar series.

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.

Approach: The CK2C team will assist USAID in the organization and facilitation of the seminar series. Support includes managing the invitee list and taking notes at the seminars. It may also include providing video-taping services at select seminars.

Activities:

1. Provide support to USAID on listserv maintenance for seminar invitees. (On-going)

2. Document the seminar and post notes with presentation materials to FRAMEweb CoP / RM Portal. (Ongoing)
3. Videotape selected seminar series and post on FRAMEweb / RM Portal. (Starting with Nov 2009 seminar)
4. Slightly modify seminar series banner to fit USAID branding. (By Jan 2010)
5. Provide space for continued dialogue on a FRAMEweb Community of Practice for select seminar series (On-going)

Outcome: A regular seminar series creates a forum by which USAID and the development community can keep current and dialogue on industry issues. By hosting these seminar series, the FAB team will contribute to further positioning USAID as a thought leader in the field of development.

Responsibilities and Timing: Shereen Abdelaaty will work with Diane Russell and the FAB team to manage the seminar series throughout the year.