



ampliseed

AMPLISEED ANNUAL REPORT

2022: What did we learn?



Foundation

BHP Foundation

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the past, present and future generations of Traditional Owners, Indigenous Peoples and Local Communities across all the lands, waters and oceans in which we live, work and enjoy.

MESSAGES

The connection, relationships and trust that is woven between Projects and our partners is critical to delivering our ambitious vision to change the way conservation is achieved at a landscape scale.

Melinda Macleod, BHP Foundation Environmental Resilience Program Director

I'm so grateful to be a part of this dynamic learning community. The stream of small stories and local insights combined with common challenges and big wins across landscapes and diverse communities spark new thinking and support us to broaden our perspective to what is possible.

Ariadne Gorring, CEO Pollination Foundation

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2022 HIGHLIGHTS

EVALUATION

Our evaluation reveals that the network is highly valued and international best practice. It led us towards more 'doing' to complement the 'learning,' and to consider a greater advocacy role.



CONSERVATION FINANCING REPORT

We collated case studies and key lessons learned from our sessions on conservation financing to produce a report in English and Spanish.

REBRANDING

We worked with members and key stakeholders to build an external-facing brand, transitioning from The Knowledge Network to our unique new identity as Ampliseed.



ALCA CONFERENCE

Three Projects came together with the BHP Foundation and others to consider how we can apply lessons learned from valuing differently tenured lands to private land conservation.



BACKGROUND CONTEXT

WHAT IS AMPLISEED?

Ampliseed is a global peer-to-peer “learning while doing” network that connects conservation practitioners who take a rights-based, people-centred approach to achieve enduring conservation outcomes, to share and amplify ideas for environmental resilience.

We initially ran as a pilot called “The Knowledge Network,” established by the BHP Foundation’s Environmental Resilience Program in 2019 to support seven Projects that are aiming to change the way conservation at landscape scale is achieved. Following an evaluation of the pilot in 2021, we rebranded to better represent our members in 2022 and are now known as Ampliseed.

The seven Projects within the Environmental Resilience portfolio are delivered by a diverse array of partners spanning from local Indigenous organisations to global conservation groups. Each delivery partner is unique and brings different capabilities, strengths and knowledge to project implementation and to Ampliseed.

OUR ROLE

The portfolio of Projects engaged with Ampliseed empower people to steward nature, strengthen rights, improve how the environment is valued, and enhance conservation planning. Ampliseed supports Projects to succeed by sharing knowledge, embedding lessons learned, and weaving an active and connected community of practice via a curated network designed for intentional reflection and dynamic connection.

For conservation efforts at a landscape scale to succeed, we need bold new approaches and transformative change. Once solutions are seeded and working, Ampliseed harvests and amplifies out the lessons learned within our community, so that others can take them on with confidence.

The theory that drives Ampliseed is that these outcomes will be achieved by:

- **Building connection** amongst Project teams and partners.
- **Exchanging strategies** for monitoring and evaluation (M&E) frameworks, governance models, and other Project tools.
- **Sharing approaches** to Indigenous engagement in a way that strengthens leadership and empowerment;
- **Contributing to Project-specific knowledge** on governance, risk and resilience, markets, community livelihood and enterprise models, scaling and sustainable finance.
- **Providing targeted expertise** and tools to shape Project narratives and capture stories of impact.
- **Developing joint communication** and advocacy opportunities to promote the collective impact of the Projects globally.



Nigaloo Reef © Joel Johnsson / Great Barrier Reef Foundation

HOW WE WORK

Ampliseed is co-designed by its members, facilitated by Pollination Foundation, and funded by BHP Foundation. At the heart of our network, we recognise the importance of cross-project learning and consequently our activities are organised into three main streams that address the activities outlined above:

- **collecting and sharing knowledge** to support real time exchange of ideas;
- **weaving a connected community of practice** to create a learning community that nurtures best practice outcomes; and
- **sharing lessons learned** more broadly to harness and amplify our collective impact.

Our model is based on an agile 'learning while doing' approach: testing activities, harvesting insights, sharing knowledge, and continuously improving design and delivery. We weave local to global connections by connecting on the ground practitioners with experts and policy makers, champion innovation in sustainable conservation financing, and share approaches to Indigenous engagement in a way that strengthens and distributes leadership through our network.

A suite of knowledge sharing activities facilitated primarily online include:

- exchanging expertise on carbon and biodiversity markets, sharing strategies for project monitoring and evaluation frameworks, and exploring community-based livelihood and enterprise models,
- an inspiring speaker series,
- training on agreed cross-project priorities,
- a member portal with regular updates, and
- ad hoc events responding to member needs.

Critically, significant lessons learned are captured and amplified through collective communication opportunities and we are working on ways to craft and share these more widely via several channels which are in development and include our Story Lab, social media and a podcast series.

The intended result is a strongly connected community of practice. Recognising that a people-centred approach is key to achieving a healthy and sustainable future at a global scale, Pollination Foundation in partnership with BHP Foundation have designed and developed Ampliseed with Project Partners as a replicable model, with the hope that others access our insights and adapt and design the model to suit the needs of their own unique communities.



Alto Mayo Awajun Communities Landscape project, Peru © Conservation International



PROJECT TEAMS



INDIGENOUS DESERT ALLIANCE

10 Deserts Project is sustaining the largest Indigenous-led connected conservation network on Earth that aims to keep Australia's arid lands healthy for the benefit of the entire world.



© 10 Deserts Project



© Nature United



NATURE UNITED

Forest Conservation in the Boreal is working with First Nations in the Canadian boreal to help build a socially, economically and environmentally resilient future for Indigenous communities and for nature.



CONSERVATION INTERNATIONAL

Alto Mayo Project is supporting Awajun indigenous communities and migrant farmers become effective stewards of the landscape's natural resources.



©Conservation International



GREAT BARRIER REEF FOUNDATION

Resilient Reefs Initiative is piloting work with five World Heritage sites around the world, to build the resilience of coral reefs and the communities that depend on them.



© Joel Johnsson



© Nature United



FUNDACIÓN TIERRA AUSTRAL

Chile Conservation Corridor is demonstrating a new model for conservation in Chile by using Chile's new private lands protection tool, the Derecho Real de Conservación that will help achieve conservation goals within a corridor of Chile-Mediterranean habitat.



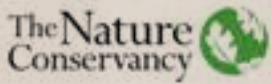
RAINFOREST ALLIANCE

LandScale is a global framework to generate trusted landscape-level insights that can align and incentivize local and global action to deliver sustainability at scale.



© LandScale





THE NATURE CONSERVANCY

Valdivian Coastal Reserve is protecting one of the largest areas of temperate rainforest in Chile and is managed as a model for private conservation in Chile.



WHERE WE ARE



1 10 Deserts Project

2 Canada's Boreal Forest

3 Alto Mayo Landscape, Peru

4 Chile Conservation Corridor

5 Valdivia Coastal Reserve

Resilient Reefs Project

6 Great Barrier Reef - Australia

7 Ningaloo Coast - Australia

8 Lagoons of New Caledonia:
Reef Diversity and Associated
Ecosystems - France

9 Belize Barrier Reef
Reserve System - Belize

10 Rock Islands Southern
Lagoon - Palau

LandScale

11 LandScale Mexico

12 LandScale Peru

FY22 ACTIVITIES, FINDINGS AND KEY INSIGHTS



NETWORK STRATEGY

NETWORK EVALUATION

In June 2019 a 13-month pilot of the Knowledge Network commenced, with the aim of sharing knowledge, embedding lessons learned, and weaving a connected community of practice amongst the ER GSP partners. The pilot was extended to June 2021, reflecting the impact of COVID-19. In July 2021 we engaged Clear Horizons an external evaluator to assess our impact during the extended two-year pilot period, and the evaluation report was completed in November 2021.

A summary of the evaluation report and our response is included in [Appendix 1](#). The key outcomes of the evaluation revealed that:

- our members highly valued how connected the network makes them feel;
- members considered that the adaptive co-design model used facilitates sharing of information in both static and dynamic ways; and
- the evaluators noted that our approach to providing dedicated support for co-design and curating content is considered leading international best practice in network design and facilitation.

INSIGHT:

Key elements in the success of our network have been a commitment to co-design and agile delivery which has created the willingness to test, learn and rapidly adapt to member needs.

INSIGHT:

Carefully curated sessions that respond to on-the-ground member challenges promote engagement and contribute to a feeling of connectedness across the network.

“It’s great to be connected to other people doing this work – in a kind of way where it’s not just a one-time – you can build rapport with people who are doing similar things across the world.”

MEMBER INTERVIEW, EVALUATION OF THE KNOWLEDGE NETWORK

“The network is at least meeting, and probably exceeding, international best practice in the design and conduct of purposeful learning networks.”

CLEAR HORIZON, NETWORK EVALUATORS

TRANSITION TO AMPLISEED

One of the clear messages from the evaluation was for our network to remain focussed on curating content that meets our members’ needs by actively facilitating knowledge-sharing across geographies and sharing successful ideas between Projects.

Additional priorities for Network activity that surfaced during the evaluation included:

- complementing the network’s learning role through adding more ‘doing’ activities,
- amplifying findings outside of member Projects through strategic communications,
- providing a greater advocacy role,
- increasing member diversity.

THE POWER OF A BRAND

The impetus for rebranding from The Knowledge Network to Ampliseed was sparked by an observation from one of our trusted network friends that advised “it’s a wonderful initiative but the name is really boring”. Initially we thought this would be a simple process of changing the name and logo style, but the rebranding process ended up being significantly more complex and time consuming than we had initially anticipated!

We engaged brand agency Frost*collective to guide us through a process that took six months to complete. A core team that included Pollination Foundation and BHP Foundation Staff along with self-nominated members from Project teams undertook a journey that began by building a brand framework. We started in August 2021 by exploring our purpose, core beliefs and values. Initially, this required a series of interviews to gather a broad range of perspectives. We then had multiple brainstorming sessions that ranged from the fun – defining our “personality” traits and coming up with naming suggestions; to the very hard – identifying the emotional “promise” of what we’ll deliver. Frost incorporated all of these elements into a suite of options for our visual identity and we had the hard task of agreeing on the images and phrases that drive our identity. ‘Ampliseed’ was the final winning name option, chosen to reflect our role in seeding connections, and amplifying out our member successes, as well as being a novel word across all the languages within our network that embeds connotations of nature, growth and conservation. We finished the process with the essential task of legal checks across all the jurisdictions in which we work.

We’re thrilled with our new name and identity, which reflects many of the key ideas that surfaced during the rebranding journey such as: weaving together old ways to make new advances; supporting Indigenous-led conservation and innovative landscape-scale projects; and amplifying ideas that move us forward, together.

If you have 30 seconds, watch our brand video [here](#)



INSIGHT:

There’s much more to a brand than a name and logo! Strong brands are co-designed with members through an intentional creative process, and thoughtfully reflect a multiplicity of ideas and values that span countries and languages.

“It’s easy to get caught up in your own organisation’s bubble and lost in your own local context. The knowledge network gives you the opportunity for connectivity with others, to see beyond, to engage, be vulnerable, help others and grow together.”

AMPLISEED REBRANDING MEMBER INTERVIEW

“[Ampliseed] provides a space where we can all converge and be part of something bigger.”

AMPLISEED REBRANDING MEMBER INTERVIEW



NETWORK ACTIVITIES

“The different ways people have approached projects has opened my eyes about the different ways we could do things. Where other NGOs might be similar and doing the same things, the fresh learnings from the network gave me new confidence.”

AMPLISEED REBRANDING MEMBER INTERVIEW

“I personally thought it would be good to go deeper into how our work contributes to others and to understand how our work contributes to these goals.”

MEMBER INTERVIEW, EVALUATION OF THE KNOWLEDGE NETWORK

SHARING KNOWLEDGE AND EMBEDDING LEARNING

The timing of the pilot phase required us to grow the network and learn how to thrive through the challenges and compromises imposed by the global COVID-19 pandemic. Despite a strong desire from members to make in person face-to-face connections, responding to ongoing travel and safety restrictions during 2021 required the network to continue its focus on providing opportunities that curated connection and learning in a virtual space. We achieved this by organising multiple working group meetings monthly and transitioning in-person exchanges to online training courses.

As the world opened up again in late 2021, Projects transitioned back to field work, with a core focus on working through the complexity of on-going disruptions and catching up on activities that had been put on hold. In response, we changed our meeting cadence to accommodate the time needed for our members to navigate their return to communities and instead focused on branding and website architecture improvements that took up less of our members' time and has established a strong foundation for next year's increased focus on global advocacy and influence.



It's important to move at a pace that is responsive to where our members are at in cadence with their project milestones and what information they need and adapt Network activities appropriately.

MEMBER ENGAGEMENT

Over the past year, Project teams have continued to be active participants in the network. As at 30 June 2022, Ampliseed had 150 members (up from 113 last year), with 50% of members visiting the web portal at least once per month. This is a percentage drop of regular visits from last year (which reported 65% of active members), but the absolute number of regular active visitors has increased, and the majority of members not visiting regularly are new “friends of the network” that are not part of Ampliseed's core audience who are Project team members.

NEWS UPDATES

We released three Network Newsletters from June to December 2021. However, we noticed that ‘saving’ items for an upcoming newsletter could result in delayed circulation of information that could be delivered to our members and stakeholders in a more timely way. For this reason, during the first six months of 2022, we piloted a new approach to information sharing. We concentrated on expanding our weekly global news summaries to include Project news and updates.

The result has been increased member engagement with the portal, including a regular spike in member visits to the online web portal which correlates with the days that news items were released.

We are now testing publishing longer articles authored by members in a single article format (including translation into Spanish) when they are submitted. These articles will be published on the public-facing website, which we aim to launch in September 2022. In the future we intend to use social media to amplify member articles and direct external audiences to the public website.

WORKING GROUPS

As mentioned above, we lowered the number of working group meetings this year, to reduce expectations on Projects team members as they navigated their return to the field following the lifting of travel restrictions. Setting meeting times that work across multiple time zones has continued to be a challenge for these live meetings.

The **Carbon and Biodiversity Markets Working Group** met three times to discuss Nature Risks and Opportunities, negotiations for the Global Biodiversity Framework and the Convention on Biological Diversity's upcoming COP-15 meeting, and the development of Article 6 of the Paris Agreement and its implications for the carbon market.

The **Monitoring and Evaluation Working Group** met four times to discuss the outcomes of the Knowledge Network evaluation, to discuss the ways that evaluation is evolving with Veronica Olazabel (president of the American Evaluation Association and Chief Impact and Evaluation Officer at BHP Foundation), and to consider the role of dashboards in M&E.



INSIGHT:

We are continuing to work on time-zone and language accessibility options to improve access to Network information. For example, we are soon to release a bilingual website, and will trial a podcast series that allows members to access information at times that suit them.

WEAVING A CONNECTED COMMUNITY OF PRACTICE

ANNUAL PARTNERS WORKSHOP

Our focus for this year's Annual Partner's Workshop in March 2022 was on 'Looking Back to Move Forward'. We seized the opportunity of coming together to focus on the evaluation of the Environmental Resilience Program by Redstone – to reflect on where we've come from, recognize what has changed, and consolidate our lessons.

Overall themes raised during these discussions included:

"Looking back"

- Balancing ambition with realism can be challenging for partner teams striving to accomplish these complex, ambitious projects.
- Personal relationships are at the heart of the Program's and partners' work; finding better ways to capture relationship-building successes and further leverage these relationships will be valuable.
- There is a richness of diversity within and across projects. Indigenous-led work may look quite different in different geographies or with different communities. And there are many other important and diverse communities that partners work with in addition to Indigenous communities. Similarly, scaling strategies may look different within distinct place-based or market-making work. This diversity creates opportunities for projects to learn from one another's distinct approaches. As the Program sharpens definitions of key terms, it should avoid flattening or disincentivizing this diversity.

"Moving forward"

- Staying connected, collaboration, and strengthening bonds between Projects continues to be highly valued. We should explore more opportunities for working groups to discuss important issues further and support future face-to-face connections.
- What sorts of changes/avenues might be needed to further support decolonized funding? How to ensure Projects that don't work with Indigenous communities / community-led conservation are still part of that conversation?
- Local relationships are the foundation of projects and continue to need nurturing.
- Being able to talk about failures is very powerful.



INSPIRING STORIES

We listened as four inspiring leaders shared their stories with us this year. Continuing in our communities and communication theme, Samantha Murray from IDA joined us to speak about cultural safety in the workplace, and Zilanie Gondwe, Director of the Institute for the Conservation of Nature in Malawi shared her journey of working with communities to combat wildlife crime.

In February 2022 we started a new stream on conservation financing, which opened with Jessica Jeeves, Lead of Indigenous Procurement at BHP, speaking on 'The Art of the Ask' and Hari Balasubramanian from EcoAdvisors who shared his insights on Impact Investing.

VIRTUAL SITE VISIT

Site visits are an important opportunity to provide insights and relationship-building opportunities. However, with travel being restricted during the pandemic, Conservation International's Alto Mayo Project trialled and tested an alternative approach to undertaking a virtual site visit.

The virtual visit began with a reflection from the BHP Foundation on the Project designed to re-bridge the connection since the previous in person visit. This included videos of interviews with partners sharing what the Project means to them and a celebration of achievements, and reflections on the annual report. The CI-Peru team then hosted two video conferencing meeting sessions on separate days, 2 hours for each session both with round table presentations. The topics were split to mirror a common site visit format, first hearing from as many people on the ground as possible, followed by a more targeted chat with the Project team. The virtual site visit was conducted via Zoom and was recorded so as to be able to share the in-depth look into the Project with those who weren't able to attend the session.

Lessons learned from the experience were shared with other Projects and are available [here](#).

VISUAL EXCHANGE

Following the popularity of last year's visual exchange, we were thrilled to be able to bring a second series of virtual journeys through the incredible and diverse landscapes in which we live, love, and work so hard to protect. Members were able to immerse themselves in delightful momentary escapes that included basking in a calm and sunny start of the day at the Bay of Ste Marie and Anse Vata, Noumea; taking in a bird's eye view of the landscape surrounding the Colun Ranger Cabin of the Valdivian Coastal Reserve; sweeping scenes from Alto Mayo and the Alto Mayo Protected Forest in Peru; a series of desert landscapes across western and central Australia highlighting activities during the burning season; a trip through one of the ravines of the Cerro Poqui Nature Sanctuary in Chile; and this year we branched out to also include views from BHP Foundation and Pollination Foundation as well, with a ferry trip to Sydney Harbour in NSW, a road trip down the Mornington Peninsula in Victoria, and an early morning hike through Kalamunda National Park in Western Australia.



INSIGHT:

With the world tentatively opening up to allow travel again, we are working towards reopening support for in person exchange activities and events, starting in late 2022.

"[The Network] is different because it has persisted in time, because it touches different topics and the agenda is co-created and that's of value too – and probably because it's the only one. There are groups that work on specific issues with other NGO's but it's not learning."

MEMBER INTERVIEW, EVALUATION OF THE KNOWLEDGE NETWORK

"The impact, I think it has been beyond the project – this is one project – but it has a broader impact."

MEMBER INTERVIEW, EVALUATION OF THE KNOWLEDGE NETWORK

AMPLIFYING LESSONS LEARNED

“When you meet with people from different cultures, from other organisational structures or national cultures, it makes it a lot more interesting, you have many more things to draw from.”

MEMBER INTERVIEW, EVALUATION OF THE KNOWLEDGE NETWORK

“For us it’s probing some of the successes we’ve had, and then amplifying them across the network and doing the same for other organisations that are involved so we can hear about the big things we’re achieving on the ground. So, beyond the topics we’ve been talking about that we’ve had the commonality and exposure to.”

MEMBER INTERVIEW, EVALUATION OF THE KNOWLEDGE NETWORK

ALCA CONFERENCE

In March 2022, three Projects came together with the BHP Foundation and representatives of the Dja Dja Wurrung Clans Aboriginal Corporation from Victoria, Australia to attempt to answer the question “How can we take the lessons learned from valuing differently tenured lands, and apply them to investments in private land conservation, land use planning, land restoration and rehabilitation?” at the Australian Land Conservation Alliance’s virtual conference PLC2022.

Sarah and Joel from Resilient Reefs Initiative shared a case study of their work in Ningaloo to explore how much impact partnerships with Traditional Owners can have in remote landscapes, Gareth from 10 Deserts Project shared lessons about how to build a shared vision across multiple land tenures, and Henry from Fundación Tierra Austral reflected on how these lessons are being applied in other countries. Mel from BHP Foundation concluded the session with insights from the portfolio of environmental resilience projects on how the environment is being valued in other countries – and how this is being used to empower people to manage natural environments, sustain cultures and communities, and respond to the challenges of climate change.

PUBLICATIONS

We published the insights and findings from last year’s training workshops in a report called Conservation Financing Strategies: Key Lessons and Case Studies that is available in for download in English and Spanish on our website.



INSIGHT:

As we explored options for advocacy and amplification, we realised that we have a rich body of information created through our conversations and online events over the past three years. Rather than ask members to contribute more content we’re repackaging existing recordings and activity summaries into multiple formats to improve accessibility. These include summary sheets of working group discussions and podcasts that include guest speakers and key insights from our activities (starting with inspiring story recordings) which members can access at their own pace. We would like to share this information externally to promote the work to a global audience.



CONCLUSION

Our focus for the upcoming year is on bringing members back together, as far as this is possible and safe. We are organising a second Project exchange, and participation in an international meeting on biodiversity, in parallel with a virtual activity program. With many projects considering the next phase of their development, we will be focussing on scaling in its many forms – increasing project size, impacting policies, and building stronger networks.

Moving forward with our new Ampliseed identity, we will continue to build on the successes and lessons learned through our past activities, to keep supporting Project delivery at the heart of our activities, as we expand to share our collective insights with a broader audience in pursuit of a just and nature positive future.



APPENDIX 1: THE KNOWLEDGE NETWORK PILOT PHASE EVALUATION



FINDINGS AND CONCLUSIONS

– JANUARY 2022

THE PILOT

A 13-month pilot of the Knowledge Network commenced in June 2019 with the aim of sharing knowledge, embedding lessons learned, and weaving a connected community of practice amongst the ER GSP partners. The pilot was extended to June 2021, reflecting the impact of COVID-19. The evaluation covers activities during the extended two-year pilot period and was completed in November 2021.

THE CHALLENGE

The evaluation sheds light on what is involved in building a 'best practice' network to connect leaders working on place-based conservation initiatives around the world. It considers what the design and delivery of this work looks like in practice and explores the effectiveness and impact of different aspects of the learning model. It also offers suggestions for a longer-term monitoring, evaluation and learning plan for the future.

THE EVALUATION

The activities that Clear Horizon conducted in undertaking the evaluation included:

- 13 semi-structured interviews with 19 people from all participating Projects and other stakeholders.
- A review of secondary data including annual reports, an evaluation of the 2019 Exchange, and various internal reports and papers describing the objectives and refinement of the initiative.
- Analysis of social network data (in KUMU), feedback survey results and social media/portal web analytics.

WHAT WE LEARNED

Members value how connected the Network makes them feel

- Members have the sense that they belong to 'something bigger,' enabling them to see the significance of their local projects on a global scale.
- Members use the Network to tap into expertise not available in their own teams.
- Small working groups are particularly successful in connecting members and building relationships.
- The extent to which members gain from membership is proportional to their capacity to participate in the Network's activities.

The adaptive co-design model facilitates sharing of information in both static and dynamic ways

- The Portal facilitates access to static information transfer, connects members and broadens information sharing to include different media.
- Face-to-face events offer additional benefits, and there is strong interest in participating in these again when the impacts of Covid start to ease.
- The opportunity to learn 'soft skills', like operating in an online environment and exploring concepts and ideas, can be as important as the technical content such as learning about innovative financing tools and carbon markets.
- Not all learning opportunities are relevant to all people and projects, but opportunities to gain useful information and skills provide an incentive to actively participate in Network activities.

The Knowledge Network is leading international best practice in network design and facilitation

- The structured but highly adaptive approach of co-design and curated content significantly contributes to the relevant and engaging nature of the Network.
- Having a backbone of dedicated support for co-design and curating content provides continuity, energy and a foundation for continued improvement.

WHAT WE WILL DO NEXT

There is a clear message for the Network to remain focussed on co-developing content with members, to actively curate content that focuses on members' needs, and to consistently provide dedicated support to Projects in a timely manner.

Strategic refinements that were raised during the evaluation reinforce the existing co-designed plans for the future work program, with a focus on complementing the learning role through adding more 'doing' activities, undertaking a greater advocacy role, and increasing member diversity.

Shorter term operational activities

- Continue improving time-zone and language opportunities to improve access to Network opportunities
- Provide greater detail about forthcoming activities and events to enable better planning
- Create an induction module for new members

- Integrate more time-zone independent activities, such as a podcast

Longer term strategic focus

- Incorporate more of an advocacy role for landscape-scale approaches that are respectful and inclusive of Indigenous communities and livelihoods
- Amplify successes and impacts of Projects both across the Network, and also through broader storytelling activities
- Expand the membership of the Network to include and service a greater diversity of Project staff
- Consider opportunities to complement current ‘learning’ activities with ‘doing’ activities, e.g.

by incorporating learning on mapping and communication tools, learning circles, and sharing traditional knowledge between regions

Monitoring, Evaluation and Learning

- Emphasise the monitoring and learning components, with an evaluation process structured on a regular reflections process
- Incorporate more regular feedback loops to capture member perceptions of the degree to which the Network is meeting Project needs
- Expand social network mapping through tools such as KUMU to describe the nature and purpose of relationships, in order to improve insights into how the Network is supporting Project success

SUMMARY OF RECOMMENDATIONS AND RESPONSES

Recommendation	Response
Overarching Recommendations	
R1. Continue with the ‘cultivated network’ approach to support ER GSP Projects, remaining strategically focussed whilst enabling spontaneous creativity and collective problem-solving.	Continuing current approach (focussed cultivated network support).
R2. Continue to remain member-focussed and co-create and closely curate content to address member’s needs.	Continuing current approach (member-focussed, curated content).
R3. Consider the ‘network improvement’ ideas identified through the evaluation process carefully, ensuring any changes are strategically and tactically aligned with the Knowledge Network’s purpose and scope, and will further build value for members whilst maximising the impact of the network’s activities on the outcomes for ER GST Projects. This is particularly pertinent to the strategic-level ideas surfaced through the evaluation, e.g. playing more of an advocacy role; becoming a ‘doing’ network as well as a learning network; network expansion.	Initiated incorporating network improvement ideas in the context of the BHP Foundation’s Environmental Resilience GSP Evaluation undertaken during 2021-2022, particularly with regard to strategic objectives related to approaches to scaling, Indigenous-led conservation, and global advocacy and influence.
R4. Any changes to the way in which the Knowledge Network operates should be introduced carefully and with monitoring and evaluation mechanisms in place to enable members’ reactions to changes to be tracked.	Continuing current approach (careful introduction of changes and ongoing monitoring and evaluation).
R5. Knowledge Network team review and make decisions about how to proceed with MEL systems and capacities and co-design MEL systems and approaches with the M&E Working group.	Continuing to review MEL systems via M&E working group sessions.



Recommendation	Response	
<p>R6. Emphasis of the Knowledge Network’s MEL investment should be on Monitoring and Learning, with ‘evaluation’ structured around ongoing, timely and structured reflections.</p>	<p>Future MEL systems review will focus on Monitoring and Learning, with input from ongoing, timely and structured reflections, gathered from meetings and survey opportunities where appropriate.</p>	
Recommendations for MEL		
<p>R7. Invest in adding capabilities within the social network data systems. KUMU is an existing and accessible platform that the Knowledge Network team has skills and experience in, so continuing to build on this capability and extend its use makes more sense than developing a new system.</p>	<p>Continuing to develop KUMU social network monitoring map. Will consider the potential benefits of extending KUMU use against potential additional reporting burden for Programs with members (potentially by establishing a Knowledge Network Development Working Group).</p>	
<p>R7.a Keep capturing network activity data but integrate as much of it as possible into KUMU.</p>		
<p>R7.b Make more of the capabilities of KUMU to store and summarise quantitative data and minimise duplication.</p>		
<p>R7.c Within KUMU, capture evidence of member connectivity and engagement outside of organised events and initiatives.</p>		
<p>Explore mechanisms to enable members and/or workshop/event convenors to log their interactions with other members.</p>		
<p>R7.d More information could be captured within KUMU to describe:</p>		
<ul style="list-style-type: none"> • the <i>purpose</i> of the ‘connection’ between network nodes, such as information collection, information sharing, ideation, mentoring, testing and confirming, etc.; • the <i>nature</i> of the relationship, such as paid advisor, commonalities of roles, etc.; and • the <i>strength</i> of the relationship. 		
<p>R7.e Categorise and describe the nature of the connection between elements in the network to enable the direction of influence and change through the network to be analysed.</p>		
<p>R8. Clearly communicate to Network members the value to them, and importance to the Network, of members providing frequent feedback, participating in data collection, sharing stories of change and being involved in evaluative practice.</p>		<p>Will explore impacts of increasing frequency of feedback and data collection with members.</p>
<p>R9. Capture more qualitative measures of members’ perceptions of the value of Knowledge Network collateral, workshops and events. These should focus on appropriateness and value to members.</p>		<p>Continuing current approach (capturing qualitative measures of perceptions through annual surveys).</p>
<p>R10. Adopt a networked approach to outcomes harvesting, where Knowledge Network members are involved in harvesting outcomes they either observe in their own projects and/or see in other members.</p>	<p>Have started exploring potential of StoryLab to assist in harvesting outcomes.</p>	

Recommendation	Response
<p>R11. More frequent and timely feedback loops are recommended to capture members' perceptions of the degree to which the Knowledge Network is meeting their needs and supporting them to effect change in their projects.</p>	<p>Continuing current approach (rapid and agile response to changing Network delivery to meet member needs). Exploring impacts of increasing frequency of feedback and data collection with members.</p>
<p>R12. The Knowledge Network should build on its skills and experience in co-designing and curating content and 'crowd-sourcing' knowledge and capacity and build this approach into its MEL systems and processes.</p>	<p>Will ensure MEL systems review includes consideration of incorporating crowd-sourcing knowledge and capacity.</p>
<p>R13. Most Significant Change (MSC) methodology be adopted as a means of collecting stories of impact and contribution towards project outcomes.</p>	<p>Exploring potential of StoryLab to incorporate MSC methodology.</p>
<p>R13.a Ensure that stories of change explicitly capture the key moments or points where energy and influences shifted a project's trajectory or momentum.</p>	<p>Exploring potential of StoryLab and promotional activities to assist in capturing key moments that shift momentum.</p>



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