



Knowledge-Driven Microenterprise Development (KDMD)

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Semi-Annual Report

May 15, 2009 – November 14, 2009

Prepared by:
The QED Group, LLC
1250 Eye Street
Suite 1100
Washington, DC 20005

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1. Introduction

The QED Group, LLC is pleased to present this report to showcase the work that was completed from May 15 – November 14, 2009.

This report was prepared collaboratively by the entire KDMD team and we are proud to submit this report as it represents the expansive, inspiring, and often challenging nature of accomplishing KDMD objectives.

2. Technical Work Plan: Core Activities

To achieve the objectives outlined in the work plan during this reporting period, the KDMD team managed work across the six core activity areas below:

- 2.1 Knowledge Stock
- 2.2 Knowledge Flow
- 2.3 Knowledge Infrastructure
- 2.4 Enabling Environment
- 2.5 Grants under Contract (GUC) Management
- 2.6 Assessing & Learning

2.1 Knowledge Stock

Summary: Knowledge stock comprises products that capture and share tacit and explicit microenterprise development (MD) and KM knowledge, expressed in a variety of formal and informal formats, including but not limited to: online, print, audio, and video products, including products directly funded by the MD Office as well as those by other practitioners, USAID operating units and partners.

Tasks Completed:

- **Increased knowledge** stock by remaining in frequent contact with key partners, including FIELD-Support, Implementation Grants Program (IGP), AMAP and its successor contracts, SEEP, and other key MD partners to identify areas of opportunity and collaboration. KDMD has posted more than 350 new resources on microLINKS from 05/15/2009 through 11/14/2009.
- **Created a resource section** on microLINKS dedicated to following the ongoing global financial crisis and its effects.
- **Developed Notes from the Field.** KDMD has featured a new Note from the Field on the first Wednesday of the month which is highlighted in *Connections* newsletter. The following Notes were produced in this reporting period:
 - **June 2009:** *Note from Bolivia: Financing Coffee Exports in Rural Areas*
 - **July 2009:** *Note from Lebanon: Increasing Competitiveness through Cooperation in the Value Chain*

- **August 2009:** *Note from Nepal: Investing in Relationships to Strengthen Value Chains*
- **September 2009:** *Note from Afghanistan: Reaching the Unbanked with Sharía-Compliant Financial Products*
- **October 2009:** *Note from Mexico: Piloting Prepaid Cards to Improve Rural Clients' Access to Financial Services*
- **November 2009:** *Note from Senegal: Developing Value Chains to Support Food Security*
- **Continued review and content strengthening of MED Essentials.** The MED Essentials wiki will be developed into a “build-your-own-presentation” tool to meet a variety of requests for MD briefings from diverse audiences. Drafts of the ED MED Essentials were submitted by Gail Carter and they are currently under review by MD and ACDI/VOCA. The web development teams reviewed MED Essentials for content to use to populate areas of the KDID portal, microLINKS, and Poverty Frontiers during the upgrade.
- **Conducted three Audio Interviews and / or special events** and posted to microLINKS, reaching a total of 10 interviews for the year. As special opportunities presented themselves, KDMD was able to quickly take advantage of its recording and screencast capabilities to broadly share insights from leading practitioners.
- **Conducted two interviews** with the winners of the AMAP Innovations in Financing Value Chains Excellence in Achievement Award for 2009.
- **Hosted presentations by Ramiro Ortega Landa** on his work, Introducing Purchase Order Financing in Bolivia, and **Luis Jimenez Galarza** of the World Council of Credit Unions about his work with Value Chain Finance Methodology.
- **Convened a special session** with **Mr. Vince Carlisle** and the Society of International Development's **Knowledge Management Working Group** on April 30th about his involvement with the Army's Battle Command Knowledge System.
- **Developed and distributed two issues of the Migrant Remittances Newsletter** during this period.

2.2 Knowledge Flow

2.2.1 Planning (Strategy & Analysis)

Summary: Planning for Knowledge Flow consists of the strategies, techniques, approaches and tools underlying and comprising project activities at all stages of planning and implementation to promote collaboration and knowledge sharing among practitioners to speed innovation and adoption of new learning to replicate innovations and bring them to scale.

Tasks Completed:

- **Developed change management and transitional strategy** for migration to Drupal site KDID.org. The three-tiered strategy covering website development, internal support, and stakeholder engagement will support the transition to microLINKS 2.0 and KDID.org through the pre-beta, beta, and roll-out stages.
- **Continued revision and enhancement of the Activity Planning Guidance.** For this reporting cycle, the guidance was used to assess and/or advise on microRISK Alliance Learning (CH) Network Knowledge Products, website development, the transitional strategy, the KDID lab, and mission assessment activities.

2.2.2 Communications

Summary: The KDMD Team advised, designed and developed communication products tailored for specific audiences to easily access, digest, and apply knowledge resources, based on an understanding of optimal formats for intended effect. Siren continued to design and deliver engaging print and digital communication products.

Tasks Completed:

- **Continued the promotion, outreach, and dissemination** of scheduled activities with additional efforts rolled into plans for the launch of the KDID site (see transitional strategy above). The plans include audience assessment, engagement and recruitment of beta members and portal members, key message development, and communications development.
- **Maintained, grew, and updated contact databases** for various target audiences. **Continued building relationships** with key organizations and firms to proactively maintain communication to ensure effective collaboration and coordination. This activity was accomplished in close coordination with the COTR.
- **Maintained regular contact** with other MED knowledge sharing partners—web site and listserv administrators, conference planners, bloggers, working groups/network moderators, among others—to recognize opportunities to maximize visibility and dissemination of MD activities. The Microfinance Website Managers group continued to provide a valuable working platform for increased communication and knowledge sharing.
- **Created targeted communications products** in fulfillment of specific MD communications and knowledge sharing objectives and published communication products showcasing innovation, including flyers and handouts as requested. Specifically, the microLINKS Grow campaign was launched at SEEP to cultivate interest in the microLINKS upgrade in 2010. The team created and posted a video drawn from KDID portal branding, developed promotional materials and staffed a booth at the SEEP Annual General Conference for discussing beta activities and general audience knowledge sharing interests and needs.
- **Advised on the Value Chain Development wiki.** Provided ongoing **quality assurance for all materials**—print and digital—to ensure the highest standards in messaging, style, and branding were consistently met. Continued **streamlining internal communications** and outreach guidance on the team wiki.

- **Responded** to approximately 35 hotline and microlinks email account inquiries.

2.2.3 Event Production

Summary: The KDMD Team worked with MD to develop a pipeline of topics for both of its popular seminar series, identify and secure appropriate speakers and advise them on message delivery techniques. The seminars were organized with improved accessibility and participation through teleconferencing and webinars. In June, the African Diaspora Marketplace website was launched.

Tasks Completed:

- **Produced 7 Breakfast Seminar Series** and posted their screencasts on microLINKS. On average, these events attracted approximately fifty in-person participants and approximately twenty-five webinar participants. The seminars including the following speakers and topics:
 - May 21, 2009. Joe Dougherty, Value Chain Finance the Hard Way: Lessons from Zambia.
 - June 25, 2009. Ka-Hay Law, Organizational Capacity: Why the Value Chain Approach May Fail.
 - July 23, 2009. Cristina Manfre and Deborah Rubin, Integrating Gender into Agricultural Value Chains: Experiences from Kenya and Tanzania.
 - August 20, 2009. Marina Krivoshlykova and Jennefer Sebstad, Trust and Information Flow in the Value Chain: Lessons from the Zambia PROFIT Community-Based Agent Network Model.
 - September 17, 2009. Agnes Dasewicz and Sam Reid, Mobile Money: How Cell Phone Payments Could Transform the Zambian Agricultural Value Chain.
 - October 29, 2009. Elizabeth Dunn, Methods for Evaluating Value Chains in a Dynamic Context: The Good, The Bad, The Ugly.

Arranged 5 Microfinance Learning and Innovations Seminar and posted the screencasts on microLINKS. On average, these events attract between forty and fifty in-person participants and approximately forty webinar participants. The event presenters and topics included:

- June 2009. Jerry Skees and Lena Heron, The Potential and Limitations of Index-based Weather Insurance: Mali & Peru.
- July 2009. New Developments in Reporting Standards for the Microfinance Industry. Speakers: Ruth Dueck Mbeba, Steve Wardle, Blaine Stephens, Lynn Exton, Drew Tulchin.
- September 2009. New Directions in Qualitative and Quantitative Evaluations in Microfinance. Geetha Nagarajan, Michael Ferguson, Nigel Biggar.

- October 2009. Strategic Considerations in Commercialization of Large-scale Microfinance Organizations: the Experience of the National Rural Support Programme (NRSP) in Pakistan. Dr. Rashid Bajwa, Jesse Fripp.
- November 2009: Financing Clean Energy for the Bottom of the Pyramid: A Comparison of Approaches in India and Prospects for Replication. Speakers: Elizabeth Israel, Mathew Chandy, Ella Delio, Amanda O'Neil.

Helped support, organize and launch the African Diaspora Marketplace initiative (ADM). The KDMD Team expanded the scope of the KDMD work plan and engaged in intensive planning with Borany Penh and ADM Partners around web development and the three-day "Award Event." The KDMD Team participated on the ADM Steering Committee and Event Workgroup, and has accomplished the following:

- Designed, developed, and launched the ADM website (www.diasporamarketplace.org)
- Maintained and updated the website in accordance with competition timeline
- Collaborated with ADM team to produce information packets and other communications materials for the 60 selected finalists

2.2.4 Collaboration & Knowledge Sharing

Summary: KDMD advised on, designed, launched, and supported various collaborative strategies and initiatives to create knowledge-sharing opportunities for diverse audiences.

Tasks Completed:

- **Facilitated three three-day, on-line, collaborative Speaker's Corners.** These events were hosted by a leading expert or practitioner on topical MED and/or poverty analysis issue, including:
 - May 26-28: **Lending at the Intersection of Micro- and SME Finance?** Hosted by Arun Hsu and Christina Strong of CHF and Mary Miller of DAI. Compilation and summary documents were produced and disseminated for this event.
 - June 23-25: **The Role of the Private Sector in Poverty Alleviation at the Base of the Pyramid.** Hosted by Monica Touesnard of Cornell University's Center for Sustainable Global Enterprise. Compilation and synthesis documents were produced and disseminated, as well as an activity report detailing successes, impacts and lessons learned.
 - July 21-23: **New Developments in MFI Reporting Standards.** Hosted by the SEEP Network's Financial Services Working Group. This event was hosted on the SEEP Network Platform. Compilation and summary documents were produced and disseminated for this event.
- **Facilitated an e-Consultation activity for the (GFSR) West Africa regional rice studies.** This event, held August 25-27, was facilitated by Jeanne Downing of USAID, Ruth Campbell of ACDI/VOCA and David Neven of DAI. This activity offered participants the opportunity to

Initiated, advised and supported Communities of Practice and Learning Networks (LN) as needed and provided training to its facilitators and/or leaders. KDMD also coordinated activities and learning across CoPs. The following activities listed below strengthened communities and networks:

- **Building Effective Learning Organizations Forum and Community:** KDMD continued to research and incorporate good practice around Learning Organizations that build on the BELO GUC and 2008 Speaker's Corner experiences. This multi-phase effort began with designing a BELO II Grant round that (1) revitalized and upgraded the wiki that was developed in the first grant round, and (2) lead into a longer-term community (longer than the duration of the BELO grant) that would revolve around the topic of Learning Organizations. Because simultaneously a plan existed to design a renewed KDID Lab on the new KDID Website on Drupal, the team explored how to use the BELO grant round and ensuing community to support and bring activities to KDID Lab. This lead to a series of discussions on what KDID Lab should look like, what its role is on the new KDID Website, who its target audience would be, and how a BELO grant round could support it. Those discussions will continue into the next reporting period.
- **Learning Networks:** The KDMD team continued to build upon its knowledge of learning network process and planning through the coordination of two pre-launch webinars, two learning network kick-off meetings, one mid-term meeting and other online and in-person peer collaboration activities. Regular coordination meetings between the grants manager, facilitator and learning manager have helped to further evolve and refine the learning network model, framework, and other key elements of the learning network. The KDMD team continues to adjust the operational wiki with these developments.
 - **microRISK Alliance (MRA) Learning Network:** The learning network has worked to develop the final knowledge product and has incorporated feedback into this effort. At the kick-off meeting, the MRA decided to create a website to promote risk management guiding principles, case studies, and their organization's risk management tools to create better awareness and understanding of risk management for industry actors.

MRA reached out to the risk management community through a peer review via email to ascertain clarity, input and understanding of the principles. Additionally, MRA members held sessions and meetings to further refine principles, case students and to plan outreach activities to the wider community.

MRA held an Open House at the SEEP Annual conference in November and presented their tools and experience as a learning network to SEEP participants. A temporary page on microLINKS was created to host their principles, case studies and links to their tools until it can be migrated to the Drupal platform.

The MRA publicized its work by hosting an After Hours seminar December 9th. The group is currently planning for the event by incorporating a blend of presentation and KM fair formats that will help push the level of discussion they want to achieve.

- **The GROOVE:** A Pre-launch webinar was held on July 22nd, and a facilitator was hired for the Growing Organizational Value Chain Excellence (GROOVE) Learning Network (LN) on July 30th. There also was a successful Kick-Off Meeting held from August 4-6 at the Beacon Hotel in Washington, DC. During the Kick-Off Meeting the Learning Network built trust among the members, understood the other grant projects, and identified the key Learning Questions.

The Groove wiki was developed (<http://vclearningnetwork.wikispaces.com>) and organized. A Code of Conduct was drafted and agreed upon. The wiki has been used actively by the facilitator and Learning Network to: refine the Learning Framework (purpose, learning questions, learning activities, knowledge products) and LN Work Plan; compile resources (studies, papers, websites, videos, list of resource persons); share grantees' tools/documents/products and request peer feedback; coordinate meetings and make announcements; and, share notes from the kick-off and monthly meetings, and learning activities.

A Three-Year and One-Year LN Work Plan was developed and feedback was provided to the Grantees on their Project Work Plans. Grantees' final Work Plans were shared on the wiki. The facilitator researched video conferencing options, and the first monthly meeting was held in-person via Dim Dim with the support of other KDMD staff. The LN had an "Ask the Resource Person" Learning Activity on Sept. 23rd with Mike Field.

Team members visited CHF to speak with them about their project and learn about their Appreciative Sharing of Knowledge methodology. The LN participated in a webinar with the Market Facilitation Initiative (MaFI) from SEEP, and Engineers without Borders (EWB), on EWB's Capacity Building Guidelines on Oct. 14th.

The Quarterly Learning Journal template was designed and Grantees shared their first Journal entries on the wiki. An "Ask the Resource Person" Learning Activity was held with SAVE the Children, Bolivia during lunch at SEEP Annual Conference on Nov. 5th. A few LN members presented at SEEP's Annual Conference about their grant projects, particularly on Capacity Building in Value Chain Facilitation.

- **Poverty and Conflict:** A Pre-launch webinar was held, and a facilitator was hired for the Poverty & Conflict Learning Network (LN) on July 30th. There was a successful Kick-Off Meeting held from August 25-26 at the Beacon Hotel in Washington, DC. During the Kick-Off Meeting the Learning Network built trust among the members, understood the other grant projects, and identified the key Learning Questions. An informal briefing was held at USAID on August 27th, which successfully stimulated interest from other USAID staff and resulted in the recruitment of three USAID advisory board members for the LN.

The Poverty & Conflict wiki was developed (www.microlinks.org/povertyandconflict) and organized. A Code of Conduct was drafted and agreed upon. A Code of Conduct was drafted and agreed upon. The wiki has been used actively by the facilitator and Learning Network to: refine the Learning Framework (purpose, learning questions, learning activities, knowledge products) and LN Work Plan; compile resources (studies, papers, websites, videos, list of resource persons); share grantees' tools/documents/products and request peer feedback; coordinate meetings and make announcements; and, share notes from the kick-off and monthly meetings, and

learning activities.

An 18-month LN Work Plan was developed and feedback was provided to the Grantees on their Project Work Plans. Grantees' final Work Plans were posted and shared on the wiki. The LN purpose and learning question priorities were agreed upon.

The KDMD Team responded to a request from Land O Lakes for a Peer Assist / Case Call to help them with their Baseline Survey and Conflict Annex.

The Quarterly Learning Journal template was designed and Grantees shared their first Journal entries on the wiki, where feedback may be provided by the facilitator and peers.

Banyan Global, Land O Lakes, and Mercy Corps presented at SEEP's Annual Conference about their grant projects.

On November 13, The KDMD Team responded to Banyan Global's request for a Peer Assist / Case Call on their tool to assess changes among employees as a result of BPeace's assistance to women entrepreneur.. Banyan Global said the assistance was useful and helped them to finalize their research methodology.

The LN Facilitator conducted research to help Columbia University produce a Video Knowledge Product, including the purchase of flip cameras and the provision of virtual training/resources.

- **KDID Blog.** Informal feedback on the pilot Knowledge-Driven International Development Blog, available at www.microlinks.org/kddblogger was positive and showed that readers exist within USAID. A lesson learned, however, has been that supporting a blog is a team effort. KDMD will revise its approach to blogs and discuss its blog strategy with its COTR before launching any new blog activities on the KDID Portal Websites.
- In addition to the collaborative and knowledge-sharing opportunities KDMD currently provides to advance MED practice, the KDMD Team works on a parallel track to learn from others and share our experience with KM activities, approaches, and tools, especially as it applies to the international development community.

These activities are expected to accelerate now that there are additional tools and mechanisms, including:

- **K&L CoP on microLINKS** continued as a useful place to present and discuss new ideas among the client and implementer team(s). KDMD maintains the community and relevant information is “promoted” to the wiki operations manual. When possible, this community will move to the Drupal platform in the next reporting period, as using the forum will then help familiarize the expanded team with the new platform.
- **Teamwiki:** KDMD continued to grow its internal operations manual in wiki format – an easy-to-access, easy-to-update guide on what we do and how we do it (and improve it).

- **KM Knowledge Base:** KDMD is reviewing, collecting, and codifying good/best practices on KM as an initial effort to build up the KM Knowledge Base, with examples of successful KM frameworks/strategies and approaches to building CoPs.
- **K&L Resources Wiki:** The KDMD Team developed a “pocket” of the teamwiki to serve as an internal resource on K&L approaches, tools, guidance, best practice, etc. This may one day be spun off as a public resource to complement the KM Lab. This houses the KM Knowledge Base described above.
- **The SID-Washington Knowledge Management Workgroup** continued to pick up momentum and hosted two events, including a June 3 Knowledge Cafe on Measuring the Impact of Knowledge Management Activities and a November 10 hands-on session on the Net-Map toolkit for social network mapping. Both events drew more than 60 people. The current mailing list contains more than 200 names and contact information.

2.2.5 Product Development & Dissemination

Summary: KDMD continued to proactively identify topics, opportunities and a strategy for effective dissemination of knowledge products to target audiences.

Tasks Completed:

- See Promotion, Outreach and Dissemination under Communications above.

2.2.6 Training & Learning Supports

Summary: On August 27, the EG backstop leads, key training personnel and the Acting Deputy Assistant Administrator for Economic Growth and the KDMD team held a stakeholder meeting to discuss continuous learning and a blended learning approach. The outcome of this meeting was general agreement to proceed with a blended learning strategy. The KDMD team then conducted a comprehensive assessment of the learning styles and communication needs of the EG Office by surveying participants of past EG trainings and conducting one-on-one interviews with EG staff.

The two objectives to the survey included: 1) to gather feedback on the usefulness of the training material; and 2) to gather data about participants’ openness towards and experience in blended learning. The survey was sent to approximately 400 participants of EG trainings from the past 2.5 years. There was a response rate of approximately 36% as 147 people completed the survey.

The needs assessment interviews were conducted with 14 members of the EG Office which included new staff, backstop leads and retirees. Interviewees were asked to assume the role they most associate with from the following list; Learner, Manager, SME or Instructor. Questions were tailored to each of these specific roles to understand how they obtain and share knowledge and what types of tools they use. Notes were taken throughout all the interviews. Audio recordings were also made for some of the interviews. The feedback from these interviews is also extremely beneficial in shaping the new EG blended learning program.

There was a second stakeholder meeting held with the EG Office on November 19, 2009 to report back on the results of the needs assessment and build consensus on what blended learning can look like for the EG Office. A full report on the survey and needs assessment results is being completed and will be shared with the EG Office.

There are 2 EG trainings scheduled for December 2009 and January 2010 which QED will be organizing in collaboration with the EG Office. KDMD has worked with the EG Office to identify course materials that can be placed online as pre-course sessions. The EG Overview course has 7 pre-course sessions which participants must complete before attending the in-person training. Moving these sessions online frees up time during the training to allow for increased interactive learning opportunities. Likewise, there will be approximately 7 pre-course sessions for participants to complete before the January Post-Conflict course. Transferring in-person sessions to online materials has enabled the EG training to move towards a blended learning approach. In subsequent trainings, the KDMD team will continue to identify opportunities for increased blended learning approach.

The Economic Growth Learning Center (EGLC) was launched on November 9th, 2009. Participants have been registering for the EG Overview course on the EGLC where they can access logistical information, complete the pre-course sessions, learn more about the participants and presenters and learn about relevant industry events. The communication, learning and networking functionality will continue to be added to the EGLC as blended learning strategies are developed.

In addition to the EG activities, the Training Support Fund (TSF) was utilized more in the past six months than it had previously been used since the launch of KDMD. Since there has proven to be such a range of uses for the TSF, the award process was formalized and streamlined into a TSF manual that is now available on the KDMD team wiki.

Tasks Completed:

- **Compiled and shared evaluations** from June EG Trainings and developed frequency tables of the 3 June courses.
- **Conducted first Stakeholder Meeting and initiated discussion** with the EG Office and build awareness around Continuous Learning and how a blended learning approach could benefit the EG training program.
- **Surveyed participants** of past trainings and interviewed EG staff.
- **Conducted** second Stakeholder Meeting.
- **Launched EGLC** and participants of the EG Overview course can access logistical information and pre-course materials.
- **Training Support Fund** awarded eight awards for a total value of \$100,656 during the reporting period
 - M-banking Conference in Kenya. Travel for one participant to present paper.
 - Boulder Microfinance Training in Turin, Italy. Tuition and lodging provided for one participant from the D.R. Congo Central Bank. July - August 2009.
 - Cornell University Base of Pyramid Essay Competition. Sponsorship of award funds.

- Micro Capital Journal. Funding for MFI's to receive the publication for free.
- October Breakfast Series. Travel expenses reimbursed for one presenter.
- KM4Dev Journal. Financial support for three years.
- SEEP Annual Conference. \$30,000 sponsorship on behalf of the USAID Microenterprise Development Office.
- US Department of State Women's Conference. Sponsorship for participants and expo event.

2.3 Knowledge Infrastructure

Summary: The KDMD team is moving forward in integrating new technologies to strengthen staff capacity and has begun a significant migration to a new team communication platform. The new KDMD internal Drupal site is a workspace with a K&L sharing platform and training resource to help prepare for KDID and microLINKS 2.0 as well as learning more about Drupal, the foundation for new web products, through self-training and online webinars.

The KDMD Team continued to utilize iGoogle to communicate key statistics of existing websites and expanded reporting to include monthly analysis of the VC Wiki to track key behaviors, identify where users come from and how they are finding the resource. This information and additional analysis, including persona development and a survey of microLINKS users, are being used to inform how these resources will be improved upon for new websites.

Tasks Completed:

- **Retained Vera Rhoads to develop personas for microLINKS 2.0.** These personas are being used to inform site requirements, user tutorial development, change management and transitional strategy components, beta activities and test decisions about new websites. One of the primary goals of mLS 2.0 and KDID sites is to improve usability of the sites and the internal persona analysis will help ensure functionality when sites go live in 2010. Ms. Rhoads conducted 8 interviews and consulted additional audience surveys, interviews and focus groups to develop 6 personas, which will be further refined as additional audience data is analyzed.
- **Created new internal Drupal platform** (<http://kdmd.qedgroupllc.net>) for knowledge capture and learning. KDMD installed a Drupal site on QED servers as a testing and learning space. It has become the repository for collaboration and definition of KDID/mLS 2.0 requirements. Specific assets the site has produced include:
 - An internal discussion and collaboration space to reduce knowledge loss
 - A space to capture and relate KDID/mLS 2.0 site requirements across multiple areas
 - An escalation method where core team members develop requirements and then submit them for management approval

- A new wiki space to capture transitional strategy
- **Retained Cindy McCourt** as a consultant for the KDMD Team to facilitate defining site requirements and other critical efforts including:
 - Developing a stronger Drupal foundation on the KDMD team to inform site development.
 - Supplementing limited engagement by website developers (Trellon) who are facilitating the requirements process.
 - Training the KDMD Team on Drupal.
- Developed a concrete process for defining detailed site requirements, including a detailed analysis of :
 - Website needs
 - Audience
 - Site Structure
 - Content
 - Functions and Features
- Developed KDMD's internal Drupal site which has captured the above information
- Trained core KDMD website team on Drupal technology
- An overview of the analysis discussed above was provided to the client at the management retreat on September 28th
- Improved KDMD Drupal capacity
 - Two members have gone through extensive self-training on Drupal by creating installations on their computers and going through multiple tutorials in the book, *Using Drupal*.
 - Five members attended and participated in a 6-week online webinar, sponsored by Lullabot, on using Drupal to build and manage websites
 - Cindy McCourt provided extensive hands on training about core Drupal functionality including: content types creation, views, themeing and user management.
- Content Migration Preparation: The team has begun preparing microLINKS resources for migration to the new portal.

2.4 Enabling Environment

Summary: The KDMD Team continued to appreciate and build an awareness of the enabling environment for active knowledge sharing and collaboration, by considering contextual elements to the Team's work, including culture and technology, and accelerating adoption by providing incentives

and removing existing roadblocks. The Team actively seeks opportunities to do this at every level, including the MD office, USAID operating units, external partners, and field practitioners.

Tasks Completed:

- **Continued to build relationships** and energize internal and external networks through active participation in communities and discussion forums, attending leading conferences, workshops and events; and continued to test, enhance, and refine our knowledge sharing tools.

2.5 Grants under Contract (GUC) Management

Summary: The grants-under-contract program awarded 11 grants during the months of July - September, following two competitive procurement processes for two grant rounds, and following USAID's request to provide grants for two sole-sourced grantees. This brings the total to 14 grants currently being administered by the KDMD Team.

Tasks Completed:

- **Awarded 4 grants** in July under the "New Partners in Value Chain Development" grant round. The grantees include:
 - CARE
 - CHF International
 - Conservation International
 - Practical Action
- **Awarded 5 grants** in July under the "Poverty & Conflict" grant round. The grantees include:
 - Banyan Global
 - Columbia University
 - IRIS Center, University of Maryland
 - Land O' Lakes
 - Mercy Corps
- **Awarded a grant** to the Migration Policy to conduct a series of studies on "Diaspora Networks Alliance Engagement."
- **Awarded a grant** to the William Davidson Institute to conduct a study comparing the Base of Pyramid approach with the Value Chain approach.
- **Submitted a revised grants** manual to USAID in August.

2.6 Assessing & Learning Plan

Summary: Assessing and Learning (A&L) is an integral component of each of our activities. Through quantitative and qualitative measures, the KDMD Team tracked the adoption and application of KDMD-disseminated knowledge by measuring traditional outputs such as the accessibility, popularity, and value of training and web-based information. The Team consistently learned from experience, adapt, and incorporate results into project planning and activity design. This

dynamic process is outlined and captured on the team wiki in the Activity Planning Guidance section. Action-Reviews (AARs) are a common forum used by the KDMD team to reflect on past activities and articulate lessons learned; which, in turn, are woven into future planning.

During this reporting period the Team established the groundwork for an approach and framework for A & L activities, clearly defining two tracks of evaluating KDMD work, as well as supporting other KDMD initiatives with technical assistance. The KDMD team also identified federal regulations that will be addressed to implement evaluation methods and tools.

Tasks Completed:

- **Continued to collect** baseline stats on microLINKS and Poverty Frontiers as well as other operational and activity stats monthly. A monthly dashboard on the MD iGoogle page is customized to present this data. A presentation of the igoogole dashboard was delivered for MD, which was attended by the COTR. The Team made content management decisions on issues such as, promotion, page placement, and navigation to improve usability based on the web stats analysis. This will continue during the next period and become more systematic in our team processes.
- **Held several A&L meetings** and presentations with MD to further develop the A&L approach and work towards an A&L plan.
- **Developed a KDMD project logic model** (KDMD A & L framework) and submitted it for vetting.
- **Defined** Track 1 and Track 2 activities.
 - Track 1 – KDMD project specific activities implemented
 - Track 2 – larger impact questions surrounding KM
- **Provided technical assistance** to EGLP and E&E to design and launch three surveys.
- **Provided technical assistance** to the learning networks.
- **Identified** several A and L activities with the COTR; began the content analysis process for Speakers Corners.
- **Initiated discussion** on seeking OMB clearance for KDMD data collection activities.
- **Outlined** the scope and purpose of a literature review.
- **Explored the possibility** of a learning network study. The original plan was abandoned because a control group was not available, but the discussions will inform next steps in Track 2, following the literature review.
- **Continued to refine the Activity Planning Guidance.** This real-time, A&L mechanism, that simultaneously builds our own best practice, will be opened up as a collaborative tool to share our knowledge to a public audience during the next semi-annual period.

Conducted 7 AARs including those for the Conflict Webinar, AMAP TA/KMC, Speaker's Corners (following the Savings SC),

Outsourcing options SC, and three Learning Network events.

- **Improved and systematized** KDMD A&L processes by utilizing Dabble, the activity database which captures A&L triggers for each activity with indicator, output/accomplishment, and recommendation fields for each activity.

3. Buy-In Strategy

Summary: KM is increasingly being built into new USAID programs as a central way to achieve development impact. As a result of MD's KM success, several USAID operating units are now planning similar KM activities and have approached the MD office for support, guidance, and access to K&L services. The KDMD Team is uniquely positioned to educate other operating units on the developmental benefits of K&L and to aid in the design and implementation of cost-effective solutions. When an opportunity for a buy in is presented, KDMD will work with the COTR to produce a work plan that parallels the structure and activities of this work plan (with the assumption that buy-in activities will only comprise a subset of core KDMD activities).

Tasks Completed:

Advanced KM with the Europe and Eurasia/Social Transition Team. EEST Team decided to move forward with the KDID model and EEST and KDMD conducted website planning and check-in meetings. The KDMD Team also continued to support EEST with knowledge sharing activities and revised and analyzed a prior survey that had been created by another contractor. Resources related to the buy-in are posted on a Basecamp site accessible to appropriate KDMD members, JBS, and USAID.

- Outputs:
- Knowledge Sharing Activities:

June 1, 2009 -TIP Conference Support in Macedonia

Cathy invited USAID Mission staff to gather before the official start of a conference to take advantage of them being together. Unfortunately out of the six people who were supposed to attend, it ended up being three. We did the following based on Cathy's request that the participants in Macedonia be exposed to the papers that had been commissioned by their office:

-Due to time, scheduling and unreliable IT, we decided to create screencasts and then host a Skype call where, if available, the authors would call in and be available for Q&A/discussion.

-Three screen casts were created after I corresponded with the authors and provided guidance on the process of creating this type of presentation and then Bonnie did the recordings and Kate turned them into screen casts and created one of the PowerPoint presentations.

-Worked with authors so they would be available for the Skype portion and gave guidance on creating discussion questions

-Created agenda

-Provided Cathy with guiding questions for the agenda sessions (not sure how much she utilized them) but I really tried to make the closing session be as useful as possible to glean information from the Mission staff

-Revised existing one-pager for hand-out at the conference itself

-Created the page www.povertyfrontiers.org/tip to host information and had Cathy further promote the resources on it.

- **Hosted Washington, DC-based Seminar on September 10, 2009**
“Child Welfare System Reform: Discussion of Lessons Learned from USAID Programming in the E&E Region.” Speakers included: Cathy Cozzarelli of USAID’s Social Transition Team; Lucia Correll ; Cathy Savino of USAID’s Displaced Children and Orphans Fund; and Gary Newton, USG Special Advisor for Orphans and Vulnerable. More than 30 people participated in this event, including eight people virtually through a webinar. Participating organizations include USAID, State Department, Mercy Corps Azerbaijan, Save the Children, World Vision and Department of Labor. Resources from this event, including speaker bios, the PowerPoint presentation, and background research, are available online at www.povertyfrontiers.org/childwelfare. Audio files of the presentations are available online and were further promoted by Cathy.
- **Conducted Check-In Meetings** on June 23, July 23, August 14 and October 20.
- **Conducted two surveys including:**
 1. September 10 post-event survey. Results were compiled and send to Cathy Cozzarelli
 2. July 2009 Survey redesign – KDMD was asked to revise the survey that had been sent out in April 2009 because there had been a low response rate. KDMD worked with Melinda Pitts to revise the survey and correct email addresses. A higher number of responses were received. The results were useful to the EEST office and were also provided to their office’s other contractor JBS so that they were able to revise their Knowledge Sharing Plan. KDMD also added questions to help in the website development process.
- **Continued work on the Web Development.** One-on-one meetings were held with the three team members to better understand their topic areas. Progress on the site process was presented in the monthly meetings. The KDMD revised the timeline for going live with the website and communited with the EEST Office on remaining challenges.
- **Prepared a preliminary concept** and proposal for a CoP on Education

for the Jamaica mission to present and consult with the donor community. A budget for the buy-in was also prepared and submitted.

Assessed knowledge sharing opportunities to support the work of the USAID mission in Colombia and activities, helping to assess and stimulate interest in a mission-level buy in.

- **Continued work** on EGAT/Agriculture buy-In to support strategic knowledge management for the office and its partners. An IRG activity under another USAID program was used to survey the office and get a first understanding of knowledge management needs in the office. Results were shared in a meeting on November 18 (just outside the reporting period). Informed by these activities, a draft SOW will be developed.

4. Management and Personnel

Summary: Effective contract and financial management is important for this large, complex project. QED management regularly communicates with the COTR and the CO regarding financial and contractual matters. Accurate and detailed monthly vouchers for KDMD are submitted to USAID for approval. Quarterly accruals and other financial reports, as requested, are submitted to the COTR. KDMD management reviews and approves all project time and expense reports.

Ongoing and Completed Tasks include:

- KDMD management has worked with the COTR and the CO through the personnel approval process.
- QED continues to manage its subcontractors and resource firms:
 - IRG
 - TRG
 - Siren Digital Communications, LLC
 - WaldoWare
 - Trellon
- Internally, KDMD management reports to the QED Vice-President for Economic Growth & Governance through monthly contract review and periodic meetings and reports. In addition to financial reporting, the KDMD team reports programmatically through biweekly Work in Progress (WIP) meetings and are piloting Creativity in Progress (CIP) meetings. KDMD also prepares this Semi-Annual Progress report.
- KDMD Staff continually coordinate and communicate with the MD contractors, grantees and other partners collaborating on knowledge sharing, knowledge dissemination and training activities.

6. KUDOS

1. MicroLINKS:

Positive feedback was expressed by a panelist during a plenary discussion at the SEEP Annual Conference that more organizations should share knowledge and be more like MicroLINKS.

2. Groove Learning Network:

Mike Field remarked after an "Ask the Resource Person" Learning Activity with the Groove learning network: "I enjoyed it and look forward to being part of the learning process, as I think it is an important area."

3. Poverty & Conflict Learning Network:

Land O Lakes, Drew Westbury - "Thanks very much for your feedback on our work plan. Our team at Land O'Lakes is very excited about this project and has found the learning network, wiki collaborations, and recent case call very helpful. We are looking forward to continuing to work with the QED and learning network team."

4. Groove Learning Network:

Jason Wolfe - "We just has a great monthly check-in with the GROOVE learning network, in which CHF shared their methodology, experience, and outcomes with the Appreciative Sharing of Knowledge (ASK) approach that is based on a more traditional Appreciative Inquiry approach but focused on KM and organizational development issues."

5. Joanna Drzazga, MFC: Lisa's work on the event blog:

"Also, it is a great idea for linking the ppts to the blog. We appreciate it very much.

Thank you one more time for the blog. We have a splendid feedback and many liked the idea. All the best Joanna"

Lisa added: "We have splendid feedback and many liked the idea." Natalie also noted at the MF Web Managers meeting CGAP had been impressed with the blog, especially the video clips on blip.tv. Also note: After MFC sent out the survey reminder, the responses jumped from 8 (6 of whom were in our confirmed focus group list) to (currently) 40.

6. Grzegorz Galusek, MFC:

"Just wanted to let you know that there is a lot of excellent feedback regarding the blog (see also below). I am in Milan now for EMN conference: people come up to me and say that they saw me on the events blog. Thanks again for assisting us in Belgrade!"

7. Bhalchander Vishwanath, Founder and CEO United Prosperity United Prosperity:

"I think your site is just fantastic. Tons of useful information. Keep up the great work."

8. Jeanne Downing, MD office on the Rice Consultation Speakers Corner:

"We need to tell people about what you can get out of these consultations. . . The payoff has been substantial. We may not be able to get everything we were hoping for, but we have gotten many things that we hadn't even expected." She refers to one expert they've been trying for months to get on the phone who has been one of the most active participants in the forum. "He won't stop emailing." Another who charges \$200 an hour as a consultant has also been actively contributing for free."

Regarding Brandon's work on the Rice Consultation:

"Re Brandon: "We couldn't ask for better response to questions, needs and issues."

9. Matty Demont, Ag Economist, regarding the Rice Consultation:

"I have been thrilled by the high quality expert interactions we had during the online forum. FYI, the

Africa Rice Center is planning to publish a prestigious book on rice in Africa (probably CABI) and I am responsible for a few chapters, including one on rice value chains. Given the extensive experience of the USAID project, it would be logic to include some of the experts in this project as co-authors on this chapter."

10. Jeanne Downing, MD office, on Melissa Arnold and the September Breakfast Seminar:

"Melissa, just want to say how impressed I am with your comments and follow through. Thank you so much. Jeanne."