

Semi-Annual Report

May 15, 2010 – November 14, 2010



■ The difference, proven

TABLE OF CONTENTS

ACRONYMS

1. Introduction	3
2. Portfolio Overviews	
2.1 Assessing and Learning	4
2.2 Web Development	4
2.3 Knowledge and Learning	5
2.4 Communications	5
2.5 Adult Learning and Training	6
3. Microenterprise Development office	
3.1 Summary of Key Accomplishments	7
3.2 Assessing and Learning	7
3.3 Web Development	9
3.4 Knowledge and Learning	10
3.5 Communications	11
3.5.1 MD Collateral Development	13
3.5.2 Outreach and Engagement	13
3.6 Adult Learning and Training	16
3.7 Forward statement	16
4. Grants under Contract Management	
4.1 Assessing abd Learning	18
4.2 Knowledge and Learning	18
4.3 Communications	18
4.4 Forward statement	18
5. Economic Growth	
5.1 Summary of Key Accomplishments	20
5.1.1 EG Overview Course	20
5.1.2 Additional Training Implementation/Support	21
5.2 Assessing and Learning	21
5.3 Web Development	22
5.4 Knowledge and Learning	23
5.5 Forward Statement	23

6. Office of Agriculture	
6.1 Summary of Key Accomplishments	24
6.2 Assessing and Learning	25
6.3 Web Development/Agrilinks	26
6.4 Knowledge and Learning	26
6.5 Communications	27
6.6 Adult Learning and Training	28
6.7 Forward Statement	28
7. Jamaica Basic Education Community of Practice	
7.1 Summary of Key Accomplishments	29
7.2 Assessing and Learning	30
7.3 Web Development	30
7.4 Knowledge and Learning	30
7.5 Communications	31
7.6 Forward Statement	31
8. Development Credit Authority	
8.1 Summary of Key Accomplishments	33
8.1.1 Portfolio Management	
8.1.2 Risk Assessments	
8.1.3 Communications Support	
8.2 Web Development	33
8.3 Communications	34
8.4 Forward Statement	34
9. Europe and Eurasia	
9.1 Summary of Key Accomplishments	35
9.2 Web Development	35
9.3 Knowledge and Learning	35
9.4 Communications	36
9.5 Forward Statement	36
10. Management and Personnel	
10.1 QED Group, LLC	37
10.2 Sub-Contractors	37

ACRONYMS

AAR After-Action Review

Ag Agriculture

A&L Assessing & Learning

BFS Bureau of Food Security (Formerly the Office of Agriculture)

BoP Base of Pyramid

CGAP Consultative Group to Assist the Poor

CoP Community of Practice

COTR Contracting Officer's Technical Representative

CRSP Collaborative Research Support Program

DCA Development Credit Authority

D&G Democracy and Governance

DLI Development Leadership Initiative

ED Enterprise Development

E&E Europe & Eurasia

EG Economic Growth

EGAT Bureau of Economic Growth Agriculture and Trade

EGLC Economic Growth Learning Center

EEST Europe & Eurasia Social Transitions team

FIELD-SUPPORT LWA

(Financial Integration, Economic Leveraging, Broad-Based Dissemination and Support Leader with Associates)

FBA Food Based Approaches

GLS Global Learning Systems

GROOVE Growing Organization Value Chain Excellence Learning Network

GUC Grant Under Contract

HIV Human Immunodeficiency Virus

HPI Health Policy Initiative

IEHA Initiative to End Hunger in Africa

ILAB Bureau of International Labor Affairs (Department of Labor)

IRG International Resources Group

KDID Knowledge-Driven International Development

KDMD Knowledge-Driven Microenterprise Development

K&L Knowledge and Learning

KMIC Knowledge Management Impact Challenge

LMS Learning Management System

LN Learning Network

LPA Legislative and Public Affairs

LWA Leader with Associates

MED Microenterprise Development

MD USAID Microenterprise Development office

MFRS Microfinance Financial Reporting Standards

MFI Microfinance Institution

MPI Migration Policy Institute

MSME Micro, Small and Medium Enterprises

NFF Notes From the Field

NGO Non-Governmental Organization

NPD Notice of Payment Due

ODP/GDA Office of Development Partners/Global Development Alliance

PAICO Office of Program Analysis, Implementation, Communications and Outreach

PPL Bureau of Policy, Planning and Learning

Q/A Question and Answer

RFA Request for Applications

RFP Request for Proposal

SEEP Small Enterprise Education and Promotion Network

SME Small and Medium Enterprises

SOW Statement of Work

ST Social Transitions

TRG Training Resources Group

USAID United States Agency for International Development

USG United States Government

WARF Weighted Average Risk Factor

WID Women in Development

WDI William Davidson Institute

I. INTRODUCTION

The QED Group, LLC is pleased to present this report on the work that was completed for the KDMD Project from May 15, 2010 - November 14, 2010.

The QED Group is implementing the five-year USAID Knowledge-Driven Microenterprise Development (KDMD) contract. Under KDMD, QED and its sub-contractors -- the International Resources Group (IRG), the Training Resources Group (TRG) and others -- will maximize the impact of the USAID Microenterprise Development (MD) office's knowledge and learning investments in poverty analysis and poverty reduction, and in the technical areas of financial services, enterprise development, enabling environment, and social protection. The QED team implements strategies and processes to coordinate learning and knowledge sharing across the full range of Microenterprise Development office investments and activities.

The KDMD project designs and implements state-of-the-art knowledge management, learning and sharing tools, and approaches, promoting collaboration among practitioners to speed innovation and adoption. These tools include online and in-person learning events, media development, communications strategy, website development and monitoring and evaluation techniques among many others.

As the demand for knowledge and learning services has grown within USAID, other offices beyond the Microenterprise Development office have sought the services of the KDMD project.

The KDMD contract allows other offices to buy into the services that KDMD offers. This allows the project to leverage its successful KM framework and processes to help USAID maximize its impact. The following USAID bureaus/offices are listed among the KDMD buy-ins:

- Economic Growth (EGAT/EG)
- Office of Agriculture (Ag)
- The Jamaica Mission
- Development Credit Authority (DCA)
- Europe/Eurasia (E&E)

Other offices have bought into KDMD at the end of FY 2010. These offices are currently working with KDMD to develop SOWs and workplans. They include:

- Office of Development Partners/Global Development Alliance (ODP/GDA)
- Bureau of Policy, Planning and Learning (PPL)
- Office of Program Analysis, Implementation, Communications and Outreach (PAICO)
- Women in Development (WID)

This report was prepared collaboratively by the entire KDMD team and it represents their hard work and accomplishments over the six-month period. The report begins with a brief overview of the portfolios that provide services across the programs. This is followed by sections on each of the programs that include work with MD, the grants under contract and the offices that have bought into KDMD.

2. PORTFOLIO OVERVIEWS

2.1 Assessing and Learning

The Assessing and Learning Portfolio (A&L) provides monitoring and evaluation support to the KDMD project and assesses project products and services through: client satisfaction surveys; perceived usefulness of products and services; and continued use/application of products and services. A&L also supports internal evaluation of the effectiveness of KDMD processes.

During the last six months the A&L Portfolio has continued to provide survey design analysis support for the Adult Learning/Training Portfolio. The team has also completed logic models for the Adult Learning and Communications Portfolios and completed a data collection plan for the Adult Learning Portfolio; all this as part of the exercise of assessing the impact of KDMD project activities.

The A&L Portfolio standardized the After Action Review (AAR) process across the project and continued to provide data collection and analysis support for all KDMD activities.

2.2 Web Development

The Web Development and Management Portfolio is the technical leader in the design, development, launch, and management of the Knowledge-Driven International Development (KDID) Portal and its family of websites, including Microlinks, Social Transitions, KDID, et al. As the architects of the knowledge infrastructure for KDMD, the team continues to advise clients and staff on technology, as well as new tools and capabilities required to achieve client objectives.

The Web Development and Management Portfolio employs in-house staff and as well as vendors to create all aspects of site design, build, and launch. This includes, but is not limited to:

- Work with the server host vendor to create the databases and file systems for each site as part of a new multisite architecture.
- Work with clients and key stakeholders to translate needs into specific site requirements. These requirements are then used to create functional wireframes to determine layout, functionality, and development strategy.
- Design slides based on the wireframes to illustrate the visual look and feel of the site. An in-house design team creates the originals and updates as needed.
- Build and develop the sites based on the requirements, wireframes, and design slides. In-house builders/developers and external developers work collaboratively.
- Train program managers and key site stakeholders on general and unique site functionality.
- Conduct quality assurance tests for functionality and usability before sites are submitted for LPA approval.

The aforementioned three sites--the KDID Portal, Microlinks and Social Transitions--all launched successfully during this reporting period and are in beta versions. After a site is launched, the Web Development and Management Portfolio will work closely with designated site managers to ensure each site is kept up to date and dynamic. The Web Development team continues to introduce new features and tools to the portal and its family of websites -- without compromising the integrity of the portal.

2.3 Knowledge and Learning

The Knowledge and Learning (K&L) Portfolio supports program activities under KDMD with knowledge sharing and learning events, products, and methods to support learning and change for improved performance by development practitioners. The events and products currently in use for KDMD have become staples for the project and the team has begun a review to refresh the tools and processes to ensure they continue to meet client objectives and provide value to stakeholders.

During the May to November 2010 reporting period, the K&L Portfolio moved beyond the core events and products, and began work on additional multimedia including digital storytelling, researching new online collaboration tools to augment webinars, and plans to refresh the KDID Portal with material on tools and methods from KDMD. K&L also continues to participate in the Knowledge Management Impact Challenge with the A&L portfolio on a competition to gather case studies of the impact measurement for knowledge management. The K&L portfolio plays an active role in supporting other buy-ins, especially the Office of Agriculture and the Jamaica Community of Practice.

K&L is involved in the launch of the KDID Portal and associated sites and will work with other portfolio and program managers for the increased adoption and use of K&L tools to further the overall goals of KDMD. Finally, K&L will support the KDID Lab space on KDID with new content, practices and tools to further enable knowledge sharing on KM as a discipline with a wider audience.

2.4 Communications

The Communications Portfolio is currently leading efforts for the Microlinks transition strategy. This strategy defines the messages and tactics the KDMD Team will employ to ensure a smooth transition from the old microLINKS to the newly launched interactive Microlinks 2.0. The redesign of Microlinks is part of a larger effort to implement the KDID Portal that will host a family of related websites. Communications is leading the way on promoting the array of collaborative online features of the Microlinks site, which is currently in beta, and working with other portfolios to collect and incorporate user feedback. The team has implemented a new social media strategy to support this outreach and to provide additional channels of communication moving forward.

Communications also advises Program Managers and other staff about engaging ways to “tell their story” to the larger development community. Whether it is preparing the monthly Connections newsletter, writing Notes From the Field, or publicizing various audio and video learning products, the Communications Portfolio works with all members of the KDMD Team to help them share their knowledge and best practices. As part of the backstopping activities for the various buy-ins, the team has begun to provide significant quality assurance support on knowledge products to promote clarity, consistency and compliance.

2.5 Adult Learning and Training

The Adult Learning and Training Portfolio promotes a blended learning approach which combines in-person and online interaction to drive the highest learning impact. Blended learning approaches move beyond the traditional classroom setting and may include participatory and self-paced modules, interactive and stand alone courses, videos, webinars, and other distance learning techniques. The team's blended approach helps to move the student towards a continuous learning experience, extending learning before, during, and after a workshop or training.

The Adult Learning and Training Portfolio leads a team of instructional designers, adult learning specialists, programmers, and USAID subject-matter experts who collaborate to develop the blended learning courses. The blended learning solutions can be hosted on the new KDID portal, including Microlinks, as well as the new Economic Growth Learning Center (EGLC). The Adult Learning and Training Portfolio is currently working with the EG Office, the MD office and the Office of Agriculture (now the Bureau of Food Security). The team will also work with many of KDMD's new buy-ins to develop blended learning programs.

The Adult Learning & Training Portfolio uses the ADDIE approach when developing blended learning solutions:

Analyze: Identifying training needs and organize learning goals/objectives

Design: Link instructional needs with learning formats

Develop: Create learning activities

Implement: Validate product/activities with audience

Evaluate: Assess effectiveness of training

3. MICROENTERPRISE DEVELOPMENT OFFICE

The core of KDMD's work, approximately 75 percent, is with the USAID Microenterprise Development office. This includes:

- Assisting with the accumulation of tacit and explicit knowledge stock related to microenterprise development.
- Encouraging knowledge flow by promoting collaboration and knowledge sharing across the microenterprise development industry.
- Developing and building knowledge infrastructure.
- Implementing the Grants under Contract (GUC) mechanism.

The MD Program work cuts across all project portfolios. KDMD works with each team in the MD office on their priority areas that fall within the scope of the project contract. In addition, the KDMD project works across the MD portfolio, including partnering with the FIELD-Support LWA and others. The team also reaches out to and works with USAID's microenterprise and microfinance partners.

3.1 Summary of Key Accomplishments

May 2010 marked the start of the second year on the KDMD project. As outlined in the portfolio sections below, the KDMD team has continued to work with the FS and ED teams in the MD office, as well as with other MD staff working in remittances and other areas. KDMD launched the new Microlinks site and the Knowledge Management Impact Challenge; developed training modules; and continued knowledge capture and dissemination through communications and knowledge and learning mechanisms such as Connections and the seminar series. The team has also transitioned much of its online work, including all online conferences and e-consultations, to the new Drupal platforms.

3.2 Assessing and Learning

The A&L Portfolio supports the overall KDMD project by providing the following:

- Portfolio monitoring and evaluation structure
- Data collection and analysis of all KDMD activities
- Database and statistics tracking systems
- After Action Reviews and standardization of learning feedback loops

The Communications Portfolio monitoring and evaluation structure included the development and approval of a logic model. A data collection plan has been internally finalized and is in the process of being approved with the MD office. Once approved, the A&L Portfolio can proceed with implementing the data collection plan around the five research questions.

The team also supported the Communications Portfolio by developing a USAID Mission Assessment Survey. This survey was created to capture the needs of Missions so that KDMD and the MD office can ultimately provide them the appropriate online venue for knowledge sharing and to create communications products for them.

In conjunction with Communications and Web Development, the A&L Portfolio designed and led several beta web activities, including a focus group with Microlinks partners; accompanying focus group survey; and a one-on-one interview with participants who couldn't attend the focus group. The point of the focus group was to solicit feedback from close partners of Microlinks during the early beta phase.

During this period A&L refined the Activity Assessment Survey based on suggestions from the K&L program and activity managers. Activity Assessment surveys were distributed, collected, and analyzed for four Speakers Corners, six After Hours Seminars, six Breakfast Seminars and two e-Consultations.

The A&L Portfolio refined learning loop feedback processes by developing two templates for AARs; one standard note-taking template that captures action items and a follow-up schedule, and a template for the follow-up that A&L will conduct with the portfolio or program manager. The KDMD team was briefed on the new AAR process going forward, which includes at least one A&L team member present to facilitate or take notes, and the follow-up process which will capture how changes are incorporated into activities.

Beginning in August, the A&L Portfolio has also taken the lead to implement the Knowledge Management Impact Challenge (see figure 1). KMIC is a series of activities designed to engage development practitioners around the world in a collaborative effort to document and share effective KM assessment practices. The activities include engaging networks such as KM4Dev; building a resource library; inviting institutions, projects and individuals around the world to submit case stories illustrating how they assess their KM activities; and sharing lessons learned.

Between August and November 2010, the KMIC Team (A&L Portfolio and the Impact Alliance) mapped relevant knowledge resources, institutions and networks; designed a case study framework; and worked with the web team to refine the KMIC web space and build up the online library. The challenge will be launched on December 1, 2010 and be hosted in the KDID Portal.

Figure 1:

The Knowledge Management Impact Challenge launched in August on the KDID portal.

KDID Knowledge-Driven International Development BETA

USAID FROM THE AMERICAN PEOPLE

About KDID | Sites | Projects | Community | KDID Lab | Events | Beta Feedback

KM IMPACT Challenge

Discovering measures that matter for knowledge management

DEC 1	JAN 30	FEB 14	MAR (TBD)
Submission Period Begins	Submission Period Ends	Peer Review Completed/Top Case Stories Announced	Case Stories Presented at unConference

[Framing Document Guidelines and Criteria](#)

Overview

Are you challenged to...

- Assess whether your KM activities actually improved performance?
- Link KM measures to other organizational measurement frameworks?
- Provide evidence of successful KM processes to support institutional scale-out?
- Demonstrate the value of KM to senior leaders?

29 DAYS REMAINING TO ENTER

[SUBMIT STORY](#) [VIEW STORIES](#) [SHARE RESOURCE](#)

Home | Library

Overview | Events

Guidelines | Discussions

Español | Français

JOIN THIS CHALLENGE

Select 'Join KM Impact Challenge' when you create an account
KM Impact Challenge is under 'KDID Lab' in main menu

Tags

assessment approach
complexity theory development

3.3 Web Development

The Web Development Portfolio's work with the MD office entails three main sites- Microlinks, KDID, and Poverty Frontiers- with multiple moving pieces. The first and most high profile site is Microlinks. The Microlinks migration started in February 2010 when Zaloni was contracted and brought onto the team. Zaloni worked on multiple fronts developing pieces of the sites (and other sites including Social Transitions).

The web team continued to build out the Microlinks and KDID sites throughout this reporting period. In July, KDMD received approval from the Bureau for Legislative and Public Affairs (LPA) for the KDID site. This summer, the team hosted the first successful joint Speaker's Corner with MD and the Office of Agriculture on the new platform. The Microlinks site proved much more difficult to prepare for LPA approval due to the amount of content and content types on the site. The team worked hard to bring content on the site into regulation 508 compliance and into compliance with LPA standards. LPA granted approval for the Microlinks site on September 23, 2010 and subsequently, the site was made public. The Poverty Frontiers site will begin its migration to the new platform in the next period.

During this time, the Web team worked to create the necessary functionality for the migration of the Value Chain Development Wiki from Microlinks 1.0 to 2.0 and the development of two other spaces in the Good Practice Center: 1) An Introduction to Pro-Poor Financial Services and 2) Building Inclusive Financial Systems for the Poor: A Multi-Tiered Approach. Content migration continues to be an ongoing collaborative activity between the Web, Communications and the K&L portfolios.

The team continued to work on activities for the launch of the Microlinks beta site. The SEEP Network annual meeting was chosen as a venue to launch the site, allowing KDMD to reach a maximum number of people in the target audience. The beta activities surrounding the launch are detailed in the Communications and A&L sections below. The Web team ensured that all the necessary functionality was in place for the launch, including the blog functionality that allowed the KDMD team, MD office and SEEP partners to blog from the event.

Over this reporting period, two other major web spaces were developed and launched through the KDID Portal. Working with AED, the team developed project pages on the portal for several FIELD-Support LWA associate award projects, including ESAF, HIFIVE, FACET, LIFT, and STRIVE. KDMD will continue developing appropriate KDID project pages with FIELD and other partners.

The second major web space developed was the Knowledge Management Impact Challenge (KMIC). KDMD has contracted with the Impact Alliance to develop this challenge to solicit submissions from organizations or individuals who have tried to effectively measure and demonstrate the results of investments in knowledge and learning. The Knowledge Management Impact Challenge aims to accelerate this discovery process by gathering and exchanging stories of what works and what does not. KMIC was launched in November 2010 and will continue through March 2011.

3.4 Knowledge and Learning

The K&L Portfolio continued to support the MD office through the production of two continuous seminar series. Each series provides an in-person forum for knowledge exchange, including presentations from experts or panels and Q&A. Each seminar also provides online access to greatly increase participation in the event. Online participants are not only able to hear the presentations or panels but are also able to interact through Q&A.

The Breakfast Seminar series brings together practitioners working in small and medium enterprise development and value chains to share their broad experience. K&L provides facilitation, logistics, planning support, and recording and screencast production to help maximize the knowledge sharing benefits. The **six Breakfast Seminar** topics during this period included:

- Seeds of Change: Behavioral Approaches to Strengthen Agricultural Value Chains
- Catalyzing Value Chain Development Using Lead Firms: Examples from Ecuador
- Smallholder Incomes & Food Security: Case Studies from Kenya & Honduras
- Facilitating Markets for the Poor: Experiences from the Promoting Pro-poor Opportunities through Commodity and Service Markets (PrOpCom) program in Nigeria
- Beyond the Standard Approach: Evaluating Complex Economic Growth Programs in Fluid Environments
- First-time Buyers: Facilitating Integration of the Very Poor into Emerging Commercial Value Chains in Liberia

The Portfolio also continued support for **five After Hours Seminar** Series events as well, including:

- Financial Inclusion: Why it's a Hot Topic and What it Means
- Commercialization Amid Conflict: Microfinance Sector Development in the West Bank and Gaza
- Rebuilding Haiti: The Critical Role of MFIs and Credit Unions
- What Control Groups Can't Tell You: Microfinance and Women's Empowerment
- Tea and Money: A Study of Customary Finance in Afghanistan

In addition to the Seminar Series, the K&L Portfolio provided support for **three Speakers Corner** and **two e-Consultation** online discussions.

- Speakers Corner #38: "Leveraging Financial Services for Agriculture-led Food Security," June 29-July 1. A synthesis document from this discussion was produced by KDMD. This event was co-hosted with the Office of Agriculture.
- Speakers Corner #39: "Missing Links of Business Development in BoP Communities," August 17-19.
- Speakers Corner #40: "Why Integrate Microfinance with Health Services?" October 5-6. A synthesis document was produced for this event by the SEEP HAMED working group and was featured at the group's meeting at the 2010 SEEP Annual Conference.
- e-Consultation: "Integrating Donor-led and Enterprise-led Value Chain Initiatives," June 22-24. The outcomes from this discussion fed into the William Davidson Institute's final report deliverable.
- e-Consultation: "Broad-based Economic Growth", October 26-28. This discussion was organized with the PPL Bureau to inform the upcoming Evidence Summit on Broad-Based Economic Growth.

The K&L Portfolio also designed and supported an online review for the SEEP Network's Microfinance Financial Reporting Standards (MFRS) from June- August 2010. The MFRS document was hosted on the KDID Portal and users were given the opportunity to provide feedback on the document. This feedback was intended to be incorporated into the final draft of the MFRS prior to the SEEP Annual Conference in November 2010.

3.5 Communications

The Communications Portfolio continues to support the MD office by implementing a communications strategy and developing products tailored for specific audiences to easily access, digest, and apply knowledge resources. This strategy is based on an understanding of optimal formats for intended effect. Over this most recent period, support to the MD office has largely focused on the Microlinks transition, collateral, and outreach.

During the reporting period, the Communications Portfolio completed the **first phase of site migration** activities, populating the new Microlinks site with content. This included migrating the first batch of library resources as well as populating the Good Practice Center with three wikis: the Value Chain Development Wiki; An Introduction to Pro-Poor Financial Services; and Building Inclusive Financial Systems for the Poor: A Multi-Tiered Approach. Tagging and the inclusion of meta data was an important part of the activity to facilitate faceted searches by users.

Communications also led the way for the launch of the **new Microlinks website** (see figure 3). The new user-friendly design of the site allows for easier searching, greater participation and

better access to resources and industry knowledge through the Learning Marketplace, Good Practice Center, and Library. The Communications Portfolio presented the new Microlinks to the MD office in October, and the site publicly launched at the 2010 SEEP Annual Conference on November 1. The site is currently in Beta, which allows users to test the functionality and usability and to provide feedback for the web development and engagement team.

The Communications Portfolio **continued to produce Connections**, the monthly e-mail of site updates, and distribute it to a mailing list of nearly 6,000 practitioners. Concurrently, the team **developed six Notes From the Field** (see figure 3) and highlighted these case briefs in Connections. The following Notes were produced in this reporting period:

- May 2010: Note from Bolivia: Expanding Market Opportunities for a Rural Microenterprise
- June 2010: Note from Mexico: Building Up Rural Communities Through Savings
- July 2010: Note from Pakistan: Rebuilding Livelihoods in the Wake of Disaster
- August 2010: Note From Uganda: Boosting Access to Markets Through Competition Among Farmer Groups
- September 2010: Note From South Africa: Using Microfinance and HIV/Gender Trainings to Reduce the Risk of HIV and Gender-Based Violence
- October 2010: Note From the West Bank/ Gaza: Expanding Opportunities for SMEs
- November 2010: Note From India: Transforming Lives of Informal Sector Workers Through LabourNet

Figure 3:

KDMD produced six Notes From the Field and launched the beta Microlinks site.



NOTE FROM MALAWI

Encouraging Microenterprise Development Through Milk Bulking Groups

The USAID-funded Malawi Dairy Development Alliance, supported by Land O'Lakes, has improved livelihoods, business development services, and household nutrition for smallholder farmers as well as their family members.



The Malawi Dairy Development Alliance supports 23 milk bulking groups.

After her cow died, Lucy Chimeta was able to procure a replacement through livestock insurance accessed via the Magomero Milk Bulking Group. "The income from the cow," Lucy noted, "allowed me to send my children to school and buy clothing and other food...that they wouldn't otherwise have."

U.S. Agency for International Development
www.usaid.gov

Lucy Chimeta's decision to purchase livestock insurance for her cow months before its untimely death was more than fortuitous; it signaled a paradigm shift. In fact, just two years ago, it would have been nearly impossible for a struggling smallholder like Lucy to purchase insurance for her family, let alone her cattle. But as a member of the Magomero Milk Bulking Group (MBG), Lucy found a reliable buyer for her milk and also gained access to a wide range of agricultural inputs and financial services to improve production.

Creating full-service, commercially viable MBGs is a cornerstone of the USAID-funded Malawi Dairy Development Alliance (MDDA), as it creates sustainable output markets for farmers to generate household income from milk sales, in tandem with developing viable markets for input and service providers. Since January 2007, Land O'Lakes International Development has worked with Alliance partners to improve livelihoods, business development services and household nutrition for approximately 2,600 smallholder farmer-members within 23 MBGs, as well as their 15,000 family members in Malawi's central and northern regions.

By building economies of scale through producer groups such as these MBGs, MDDA is also supporting Malawi's smallholder dairy industry to finally meet local demand, diminishing the country's heavy reliance on imports. MDDA is strengthening 14 private sector input suppliers and 4 dairy producer associations by helping them offer the




Microlinks is currently in BETA. [Learn more.](#) We'd love your [feedback](#). Until the site is optimized for Internet Explorer, we recommend viewing in a Firefox browser.



The Good Practice Center
USAID reviewed both ready-to-use. The Microlinks Good Practice Center distills knowledge, resources, experience and second learned to provide guidance to practical application.

Microlinks captures new learning in microenterprise development, disseminates it among practitioners, USAID mission staff, and other donors, and connects those actors to each other in order to improve development outcomes around the world.


[READ MORE](#)



Speakers Corner

Discussing issues around microenterprise and microfinance.

Speakers Corner: Speakers Corner #41: Strengthening Evaluation of Poverty and Conflict/Fragility Interventions
JANUARY 11, 2011 (ALL DAY)



After Hours

Discussing the latest developments in microfinance.

After Hours: After Hours #47: Creating Pathways for the Poor: Lessons Learned from the CLAH-Ford Foundation Graduation Program
December 8, 2010

Join the Microlinks Community

As a member, you can:

- Participate in events
- Develop your network
- Bookmark resources

[CREATE AN ACCOUNT](#)

Already Registered? [LOG IN NOW](#)

NOTES FROM THE FIELD



Note From Malawi:
Encouraging Microenterprise Development Through Milk Bulking Groups
December 8, 2010

[READ MORE](#)

CONNECT!

Subscribe to our award-winning newsletter.

Connections

• Your email:

[Subscribe](#)

• [Current Issue](#)



Visit our Help Center to find answers to frequently asked questions.

[Visit Help](#)

Communications produced the Migrant Remittances Newsletter Fall 2010 issue for a distribution list of over 7,000+. The Communications Portfolio also began discussions with MD office and Inter-American Dialogue for a possible web space to house past and future remittance content.

3.5.1 MD Collateral Development

With the assistance of design consultants, the Communications Portfolio developed a design strategy for collateral materials. Collateral materials commonly include print materials such as brochures, promotional cards, and bookmarks, as well as electronic communications (e-collateral) including email marketing, survey design, graphic design, and auxiliary communications supporting Microlinks and other KDMD-activities. These are some of the key tasks completed during the reporting period:

- **Created design strategy to support Microlinks** collateral including branding approach.
- **Redesigned and implemented a new version of Connections** (see figure 4), the monthly email of site updates, making it easier to scan and pick out key items of interest.
- **Designed and implemented improved email invitations** for After Hours Seminars and designed new invites for Speakers Corners and Breakfast Seminars (currently in development).
- **Designed new Microlinks bookmark and Value Chain Wiki card** to promote new web space.

Updates also include major improvements to both graphic presentation and functionality for web-based materials.

3.5.2 Outreach and Engagement

KDMD's outreach efforts have focused on engaging USAID staff, missions, select partner organizations and the industry as a whole through venues and channels appropriate to each. By reaching out to these various audiences, the team has worked to build channels to both capture knowledge about microenterprise development and effectively organize and disseminate it to provide increased value to the greater MED community.

As part of this effort, the Communication Portfolio **developed and implemented the KDMD social media strategy** focusing initially on Facebook, Twitter and Blogs. In October, the Communications team provided training to the KDMD staff and presented the social media strategy to the MD office. Enterprising Ideas: The Microlinks Blog launched at the 2010 SEEP Annual Conference on November 1 and so far over 30 posts have been generated. The Communications team integrated Twitter and Facebook into core KDMD activities.

Communications also **coordinated USAID participation at the 2010 SEEP Annual Conference** on November 1-5. The Communications Portfolio coordinated USAID-sponsored events at the SEEP Conference including a lunch session, a plenary session, and a taped video segment. The new Microlinks website publicly launched at the SEEP Conference including Enterprising Ideas: The Microlinks Blog. Communications staffed the USAID display booth and created collateral materials including two PowerPoint presentations, advertisements, bookmarks, and more.

Figure 4:
KDMD distributed
six site updates.



MICROENTERPRISE DEVELOPMENT NEWS FROM USAID

CONNECTING PEOPLE AND SHARING KNOWLEDGE TO IMPROVE MICROENTERPRISE PRACTICE




LUMBADZI MILK BULKING GROUP

FEATURED QUESTION

What are your top sources for microenterprise development news and information?

[ANSWER NOW](#)

 **Note From Malawi: Encouraging Microenterprise Development Through Milk Bulking Groups**

Lucy Chimeta's decision to purchase insurance for her cow months before its untimely death was more than fortuitous; it signaled a paradigm shift. Two years ago, it would have been nearly impossible for a smallholder like Lucy to purchase insurance. But, as a member of a Milk Bulking Group, Lucy found a reliable buyer for her milk and gained access to agricultural inputs and financial services to improve production.

[READ MORE »](#)

CONNECT WITH US

 Follow us on Twitter

 Like us on Facebook

CURRENT STORIES

MICROENTERPRISE RESULTS REPORTING

 **USAID launches FY2010 Microenterprise Results Reporting**

Microenterprise Results Reporting (MRR) data collection for USAID Missions is underway. Visit www.mrrreporting.org to report your FY2010 data. Implementing partner data collection to follow in February. USAID thanks all MRR participants.

[LEARN MORE »](#)

KM IMPACT Challenge

 **Knowledge Management Impact Challenge began Dec 1**

The Challenge will bring people together to discover better methods to effectively measure and demonstrate the results of knowledge and learning investments. We invite you to submit a short case story to the online contest.

[LEARN MORE »](#)

 **African agriculture and ICT: The FACET Program**

ICT tools offer new approaches, like indexed weather insurance and digital geographic information systems, to address constraints in agricultural value chains and enhance sustainable results beyond a project's typical reach.

[LEARN MORE »](#)

 **Branchless Banking: Who's Served? At What Price? What's Next?**

CGAP's Focus Note, "Branchless Banking 2010: Who's Served? At What Price? What's Next?" evaluates the evidence of impact from 18 branchless banking providers with a total of more than 50 million customers.

[LEARN MORE »](#)

[BACK TO TOP](#)

 **Microfinance Gateway Spotlight: India at a Crossroads**

The \$358 million SKS IPO during the summer 2010, along with the ordinance

EVENTS & TRAINING

Dec 8

Washington, DC, USA & Online Webinar

Creating Pathways for the Poorest: Lessons Learned from the CGAP-Ford Foundation Graduation Program - USAID MD After Hours Seminar #47

[LEARN MORE »](#)

Dec 9 - 10

Dijon, France

2nd International Conference on Institutional and Technological Environment for Microfinance - Burgundy School of Business & University of Greenwich

[LEARN MORE »](#)

Dec 9 - 16

Online Seminar

Reaching Vulnerable Populations in Urban and Rural Areas - The SEEP Network

[LEARN MORE »](#)

Dec 13 - 15

Washington, DC, USA

Market Research with Young Clients - Making Cents International

[LEARN MORE »](#)

Dec 17 - 20

Manila, Philippines

Mobile Money Transfer Asia/Pacific Conference and Expo - Clarion Events

[LEARN MORE »](#)

Dec 17

Online Submission

KDMD's outreach also included a **demonstration of Microlinks and KDID portal at the AgKnowledge Share Fair** in Addis Ababa on October 18-21, 2010. Microlinks was featured during a panel discussion on online platforms. KDMD staff demonstrated site features and had an opportunity for Q&A with the Share Fair audience. Feedback from the session was captured for consideration in the ongoing development process.

Also critical to the Microlinks development process was KDMD's **engagement with partners in beta activities** to test the new site. The KDMD Team held a focus group in October to allow partners to test the usability and functionality of the new Microlinks to inform future development. The KDMD Team also engaged Learning Network partners to explore the new site. Planning is underway for additional beta activities.

Mission Needs Assessments were conducted for the MD office as a key outreach and engagement activity during this period. This effort encompasses review of existing data on Missions, focus groups and a survey to send to Missions. With the Assessing and Learning Portfolio, the team drafted a Mission Survey that was distributed in September. The Communications Portfolio also held a focus group with Economic Growth Officers during this period. Feedback from these initiatives will continue to inform the development of activities and outreach for KDID, the new Microlinks, and the MD office intranet site.

KDMD's Communications team also **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. The KDMD team held meetings with Microfinance Gateway, Microcredit Summit, Development Gateway, SEEP and Global Development Commons. The team also **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.

Finally, the portfolio **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.

KUDOS

"... the gorgeous new Connections arrived."

Stacey Young - email after receiving the redesigned Connections

"Very much appreciate this partnership and your efforts...Y'all are great partners and help our work."

Drew Tulchin, Social Enterprise Associates & consultant for the SEEP Network
- email after partnering with the Communications team on a Note From the Field

"Execution of the social media strategy was great, I checked in on the great number and range of tweets after getting back to the office - it really extends the reach to people who pay attention through such channels."

Stephen Rahaim, Abt Associates - email after presenting at a Breakfast Seminar

3.6 Adult Learning and Training

KDMD's Adult Learning and Training Portfolio is working with the MD office to design and develop online learning modules focusing on value chain concepts and tools. The team is collaborating with subject-matter experts in the MD office as well as ACDI/VOCA to develop three self-paced learning modules. The audience for these modules are Mission staff working on value chain projects. Eventually, these modules may be rolled out to non-USAID practitioners working on value chain projects.

These three modules, which focus on practical tools, cover the following topics:

1. How to write an RFP/RFA based on value chain principles--understanding the RFP process and developing a SOW and evaluation criteria.
2. How to develop an M&E plan--indicators and casual models.
3. How to facilitate a value chain project--creating behavioral change and establishing vertical and horizontal linkages.

These learning modules will not be packaged together as one course but rather, they will stand alone as separate activities. This flexible modular design will allow staff to tap into these tools and acquire the knowledge when they need it.

The team is currently building the framework for the first module; the prototype for this will be shared with the MD team in December 2010. These online learning tools are meant to help the MD office reach its goal of building USAID's capacity to design and manage successful value chain projects.

3.7 Forward statement

The foci of the KDMD team's work with MD over the next six months will be:

- Migrating content from Microlinks 1.0 to 2.0 with the shut down of 1.0 by the end of the period.
- Moving the Microlinks and KDID sites out of Beta.
- Working with the FS Team to develop appropriate training for USAID staff and partners.
- Finalizing the ED Team's Value Chain training modules.
- Continuing the two seminar series while expanding our overseas participation via webinars.
- Utilizing the knowledge captured through the Knowledge Management Impact Challenge to develop material for and launch the KDID Lab.
- Bolstering Assessing and Learning work.

4. GRANTS UNDER CONTRACT MANAGEMENT

KDMD continued to administer 15 grants and facilitate 2 Learning Networks over the past 6 months that yielded several exciting knowledge products and industry events. Momentum built as 2 grantees worked to complete their final milestones and prepared for the completion of their grants. It became evident that support from the whole KDMD Team is needed in the later stages of each grant in order to effectively capture and share learning with target audiences.

Here are some highlights from the grantees' activities:

- The **Poverty and Conflict** Learning Network held a mid-term in-person meeting in May and shared their progress around their individual tools and common challenges. They decided to produce a series of digital stories, hold an online industry consultation, and plan a Speakers Corner as their key Learning Network knowledge products.
- The **New Partners in Value Chain Development** Learning Network¹ held a mid-term in-person meeting in November and shared their progress around field office capacity building, monitoring and evaluation, organizational standards for value chain development, and knowledge sharing. They began to identify knowledge products and produced a work plan for the next one and a half years.
- The Migration Policy Institute (MPI) held a roundtable discussion on diaspora tourism and trade in June and a synthesis roundtable in July to conclude the six studies they produced under the “**Diaspora Engagement**” grant. Kathleen Newland, MPI's Director, participated in a

screencast interview and led a webinar to share MPI's study findings as well. MPI completed the final edits of the six studies they produced over the course of the grant and compiled the studies into book to be distributed throughout USAID, the State Department, and other government agencies. The studies were also made available on Microlinks.

- The William Davidson Institute (WDI) held an e-Consultation in June to discuss their preliminary findings under the “Base of Pyramid and Value Chain Comparison” grant around how the two approaches can complement each other. WDI also completed their final report in September, which was shared with USAID and will be added to Microlinks.
- Patti Petesch, under Mercy Corps, presented to a USAID audience on her preliminary research findings under the “Women's Mobility and Conflict” grant in October. The presentation was recorded and clips from the presentation will be edited and posted on Poverty Frontiers.
- TriLinc Global, one of the microRisk Alliance grantees, continued to develop their white paper on portfolio analytics tools under a no-cost extension.

As part of the project's GUC activities, KDMD also issued Training Support Fund awards for the following purposes:

- To sponsor attendance for two Democratic Republic of Congo Central bank employees at the Boulder Microfinance Training Program in Turin, Italy.

¹The New Partners Learning Network has adopted the informal name of Growing Organization Value Chain Excellence (GROOVE).

- To cover travel expenses for After Hours Presenters Kimberly Wilson and Malcolm Harper on September 21, 2010 to discuss micro-savings.
- To support the publication growth and sustainability of “MicroCapital Monitor” monthly market report on microfinance capital markets.
- To sponsor the Base of Pyramid essay competition at the Center for Sustainable Global Enterprise at Cornell University.
- To support the 2010 SEEP Conference held November 1-5, 2010.

4.1 Assessing & Learning

The A&L Portfolio supported the two Learning Networks in-person meetings during this period. Working with the Grants team, A&L constructed hard copy and online surveys to assess the achievement of meeting objectives and satisfaction with content of the meetings. The A&L Portfolio also met with the Grants Manager and discussions are underway to capture the learning experiences of KDMD’s other non-Learning Network grants.

4.2 Knowledge and Learning

MPI utilized K&L’s webinar expertise to host a discussion to present and discuss their knowledge products. This webinar included live online participation from national and international diaspora experts.

For the Poverty and Conflict grant, K&L tested a new approach to knowledge products: digital stories. Working with the grantees, K&L staff created scripts around important learning moments in each Grantees project. The grantees recorded their own stories, and in some cases included interviews with other members of the

project team, including beneficiaries. Using project photographs and other archive material, K&L produced three to four minute multimedia products to communicate the grantees’ Learning Network experience to peers and colleagues. As a first attempt at using digital stories in this way, the A&L team will help with AARs to discover the effectiveness of digital stories as knowledge products and how the grantees felt about creating them.

4.3 Communications

The Communications Portfolio vetted MPI’s studies that were posted to Microlinks, providing copy-editing and design support and ensuring 508 compliance. The team also played an invaluable role in advising the two Learning Networks on how to package and share their learning during the two in-person meetings that took place.

4.4 Forward statement

In the coming year, the GROOVE Learning Network will follow a work plan developed in the mid-term meeting that will include monthly calls, ask-the-expert events, and early stage development of knowledge products. On an individual level, the grantees will continue to implement activities around capacity building, monitoring and evaluation, and value chain standards within their organizations.

As the Poverty and Conflict Learning Network draws to a close in January 2011, a Speakers Corner will take place and will be facilitated by the grantees. The Learning Network’s final knowledge products will also be completed and made available on the Poverty Frontiers website. They will include digital stories, a toolkit, a common challenges matrix, industry-consultation notes, and other materials developed by the grantees.

An online workshop is being planned for the Women's Mobility and Conflict grant for February or March, 2011 that will be open to a public audience. The workshop will focus on the research findings and policy implications for gender programs in conflict regions.

As many grants draw to a close in the coming year, KDMD will have the opportunity to review its lessons learned from grant administration and the

Learning Network model to make improvements to future grants and Learning Networks. It is hoped that these activities will continue to be a valuable component of the KDMD project. Finally, the team is prepared to launch its final round of Grants Under Contract in this next period.

5. ECONOMIC GROWTH

The USAID Economic Growth Office (EGAT/EG) buy-in allows the EG Office to leverage knowledge sharing activities and improve its training program by infusing it with adult learning methodology and knowledge management best practice to meet the needs of the new entrants to USAID.

5.1 Summary of Key Accomplishments

The majority of KDMD's work in the EG Program is focused on Adult Learning and Training. The KDMD training team consists of members from QED, IRG and GLS.

5.1.1 EG Overview Course

During this period, the first blended course was implemented for the EG Overview course. The structure for the EG Overview course commenced in May 2010 with a live webinar that provided participants with an overview of the EG office, introduced the structure and functionalities of the EG Learning Center and provided instructions for completing the online portion of the course. The timeline for completion of the online work was four weeks with each week covering one of the four modules of the EG Overview course. The online work consisted of screencasts with knowledge checks and online discussions. The blended course culminated in a 5-day workshop in June. As most of the theory and content was covered in the online portion, participants were able to interact more during the workshop to apply the knowledge they learned.

The training team has made enhancements for the current offering of the blended EG Overview course which began in October 2010 and will end with a workshop in December 2010. The

Learning Management System platform now sends notifications and reminders to participants to announce the start of new activities, their respective timeline and instructions for completion. Additionally, the online activities are now available in download format (MP3s or a video stream) which allows participants to view the modules without having to be online.

The KDMD training team offered two sessions of the Introduction to EG Overview: one in August 2010 and one in September 2010. For these introductory courses, participants completed the online screencasts with knowledge checks, discussion questions and attended two in-person events to meet the experts and get their questions answered.

KUDOS

"This was without a doubt the best training I have had at USAID/W. The mix of classroom/lecture and case study sessions was ideal."

EG Overview, June 2010

"Excellent course, I learned a great deal."

EG in Post-Conflict Countries, October 2010

"I enjoyed the course very much: it was informative, engaging, led professionally by knowledgeable people."

EG in Post-Conflict Countries, October 2010

5.1.2 Additional Training Implementation/Support

The KDMD Adult Learning and Training Portfolio organized materials and logistics for the EG in Post-Conflict course for the October 2010 offering in Cairo. The new sessions of this course were also captured and will be turned into online resources for this course.

The team also worked with the USAID Enterprise Development team to prepare presenters in their delivery of the Bangkok course in November. This course was captured (both audio and video) and KDMD will continue to work with the ED team to develop knowledge assets for this course. KDMD also captured video and audio for the sessions of the Trade and Investment course offered in November in Bangkok. Again, the team will work with the Trade and Investment subject-matter experts to develop knowledge assets for this course.

Additionally, the KDMD training team has adopted a new approach to developing blended learning for the EG Office. KDMD will ramp up its resources in 2011 to not only meet the needs of the scheduled EG courses but to also develop knowledge assets for three to four of the EG in-depth courses. The plan for this new approach is being developed now and will start with the ED and Trade and Investment courses to take advantage of the rich library of existing audio and video resources for these courses.

5.2 Assessing & Learning

Evaluations were conducted for each of the EG trainings: the June EG Overview course, August Introduction to EG Overview course, October Introduction to EG Overview course, October EG in Post-Conflict Countries course, and the November Enterprise Development course.

After reviewing the results of evaluations from the first Introduction to EG Overview course, changes were made in the structuring and format in the subsequent offerings.

Additionally, the A&L Portfolio has worked with the Adult Learning and Training Portfolio to develop a long-term evaluation process to assess the impacts of the trainings when participants are at their posts and applying their knowledge. Utilizing the logic model created for the Adult Learning Portfolio, A&L developed a data collection plan and moved forward on work for two of the four research questions:

1. Are continuous learning approaches being promoted across USAID?
2. Can participants do their job better because of KDMD blended learning?

For the first question, the team has conducted a thorough desk review search of RFA online resources such as FedSources, FedBizOps, Grants.gov, and USAID's DEC to track other contracts with a knowledge management and/or continuous learning component.

Work for the second question revolved around the design of a follow-up survey that will be distributed to the EG Training participants from the Washington, DC training held in December 2009. Respondents to the follow-up survey will have an option to volunteer their name for an interview with the A&L Portfolio. These survey results will be compiled with and compared to previous training evaluations and activity assessments for a comprehensive report which will help KDMD and USAID understand the impact of the EG training program.

5.3 Web Development

The Economic Growth Learning Center (EGLC) has been enhanced to provide additional functionality for blended learning (see figure 5). In June 2010, the first blended learning course was offered for the EG Overview course. In addition to the self-paced screencasts, the Discussion feature was enabled to facilitate technical discussions for each of the modules of the EG Overview course. Participants were also able to ask their own questions through the Discussion page so that dialogue flowed from both the facilitator to the participants as well as from the participants to the facilitator. The Discussion function has been used for the August and October 2010 Introduction to EG Overview courses as well.

The other main enhancement is to the EGLC is the Learning Management System (LMS). KDMD's web team worked with GLS to link the EGLC's learning modules to a LMS platform to enable participant performance tracking. The LMS has been used for each of the EG Overview courses as well.

KDMD and GLS have made enhancements to the LMS for the December offering of the EG Overview course. The LMS will now automatically send notifications and reminders to participants to announce the beginning of a new module of activities with instructions and timelines. This enhancement will streamline communication with the participants by creating efficiencies and consistency in messaging.

The screenshot displays the Economic Growth Learning Center (EGLC) quiz interface. At the top, the USAID logo is visible on the left, and 'Course Progress' and 'My Score' are on the right. The main header reads 'Macroeconomic Policy and Institutions: Macroeconomic Policy 2: Quiz'. Below this, a sidebar on the left shows a list of sections: '1. Macroeconomic Policy...', '1.1 Instructions' (with a green checkmark), '1.2 Questions' (selected with a blue bar), and '1.3 Results'. The main content area is titled 'Macroeconomic Policy 2: Question 1' and 'Screen 1 of 7'. The question text is 'Which of the following is NOT a primary concern of fiscal policy?'. Below the question are four radio button options: 'Budget execution', 'Expenditure policy and management', 'Inflation control', and 'Tax policy and administration'. A 'Submit' button is located at the bottom of the question area. At the very bottom of the interface, a dark blue bar contains a speaker icon, a document icon, the text 'Select the best answer(s) and click Submit', and navigation arrows (back, refresh, pause, forward).

Figure 5:
Knowledge check
quiz from the
Economic Growth
Learning Center
website.

5.4 Knowledge and Learning

New online activities were developed for the first blended learning course in June 2010. Expanding on the traditional screencast, knowledge check quizzes were added to the modules (see figure 5). These new online activities were used in the June EG Overview course and all subsequent offerings of the Introduction to EG Overview courses.

5.5 Forward Statement

Through the EG program, the KDMD training team has captured a significant amount of content for a number of the EG in-depth courses. In 2011, the team will develop knowledge assets

for at least four and possibly all five of the in-depth courses. To produce learning products more rapidly, the team has evolved its approach with the EG Office into a 3-tier strategy:

1. Continue to organize courses as they are scheduled in the USAID calendar.
2. Work directly with each of the subject-matter teams to develop online knowledge assets for all EG courses.
3. Ensure that the EG blended courses are linked to a post-course community to guarantee a continuous learning environment.

The training team will strive to link its efforts with the course competencies and certification development project that is currently underway in the EG Office.

6. OFFICE OF AGRICULTURE

Over the past six months the Office of Agriculture (Ag) buy-in has promoted the exchange of technical knowledge and learning amongst USAID staff and partners through a range of innovative techniques with the goal of improving the effectiveness of USAID agricultural and ag-led food security investments. The Ag buy-in has supported USAID/Washington and Mission based staff; new hires through the DLI program; and implementing partners working on agriculture and food security. During this reporting period the project expanded and increased knowledge management and learning opportunities through enhanced support to ongoing seminars, additional special events, the launch of key technical resources, ongoing and new training, as well as a new web presence on KDID.

6.1 Summary of Key Accomplishments

During this period the Ag buy-in demonstrated results around the following key activities: Ag seminars and special events, Ag Overview trainings, Ag Core course planning and curriculum development, technical resources documents for field staff, and communication and coordination.

KDMD supported the coordination, capture, and product development (screencasts and summary documents) for key **Ag seminars and special events**:

- Produced 5 Agriculture Sector Council Day Break Seminars and 3 special events resulting in 24 screencasts and 4 summary documents.
- Co-hosted a 3-day online Speakers Corner event resulting in a synthesis document Leveraging Financial Services for Agriculture Led Food Security.

- Piloted an innovative way of combining webinar with longer events and a new way to capture technical questions and issues raised during the October 4 Food Security III Symposium (four summary documents and session-based webinars).
- Increased outreach support for seminars and special events through improved invitations and the MailChimp email campaign software starting in June. Further support starting in November includes RSVP functionality and syncing participation with contact lists.
- Improved feedback and planning through new presentation of activity assessment results for seminars starting in September.

The team developed curriculum and implemented two 2-day **Agriculture Overview Trainings for new hires** (DLIs):

- Trained over 50 participants, involving more than 15 presenters.
- Moved from 100 percent in-person training to inclusion of recommended pre-course screencast materials to promote continuous learning ‘beyond the classroom’.
- Conducted AARs and collected participant feedback through evaluations continue to innovate and improve course and learning experience.

The Ag buy-in manager, along with the Adult Learning Portfolio, led multi-stakeholder **curriculum design and development** process for the new 5-day **Ag Core Course**:

- Coordinated team of 6 Office of Agriculture staff in acting as core designers, alongside 36 technical experts from USAID, USDA, MCC, and State Department presenters, and with significant adult learning and curriculum development support from TRG.

- Planned logistics for the December event and initiated contact with the 40 participants, 35 of which come from all regions and several Feed the Future countries.

The KDMD team supported the development of **technical resources documents** targeted at Mission field staff and implementing partners:

- Drafted and managed multi-stakeholder review process for **Gender and Ag Briefs**. Published to Agrilinks three of eight briefs with five to come in the next period.
- Supported the development of “**Tips for Gender Integration in USAID Agriculture Sector Solicitations**” guide and finalization of “**Initiative to End Hunger in Africa (IEHA) Gender Assessment Synthesis Report**”.
- Finalized the **Feed the Future Guide** (editing, formatting, design).
- Participated in the **Ag Knowledge Share Fair** in Ethiopia to share and identify technical best practices for knowledge management and agriculture and rural development.
- Continued scoping and drafting the **Pro-Poor Ag Development** brief series.

Improving **communication** between USAID Office of Agriculture and other USG staff, USAID Missions, and implementing partners was another priority of the Ag buy-in:

- Managed USAID Ag Office contact lists through Mailchimp starting in June, resulting in a 55 percent increase in partner and USAID contacts reached. This came largely from new implementing partner contacts as well as USAID staff in DC and overseas.
- Sent 26 email blasts over the past six months alerting USAID staff and partners to upcoming events, resources such as post-event screencasts, and an initial Ag News Update
- Introduced and now manage the agrilinks@kdid.org email address.

- Introduced new RSVP event process to increase outreach possibilities and engage people further around specific events to feed back into future outreach efforts.
- Launched phase one of **Agrilinks** including creation of kdid.org/agrilinks webspace and Agrilinks logo.
- Migrated content and began process of promoting the Agrilinks site.

Finally, a **scope of work for the buy-in** was developed with the Office of Agriculture and KDMD gained approval for the hiring of an additional full time staff member to the Ag buy-in team.

6.2 Assessing and Learning

The Ag buy-in was supported by the A&L Portfolio through the development of course evaluations, activity assessment data collection and analysis, specialized reporting structure, and AAR support. The following customized course evaluations were developed, along with data analysis and results reporting:

1. Ag 2-day Overview Course (May 19 and 20, 2010)
2. Ag 2 day Overview Course (September 8 and 9, 2010)
3. Food Security III Symposium: Applying a Quarter Century of Food Security Lessons Learned to Implementing the Feed the Future Initiative (October 4, 2010)

A&L also provided activity assessment survey collection, analysis, and results presentation support for five Ag Sector Council Meetings and the “Tripling Crop Yields in Tropical Africa” special event in November 2010. For several of these, the KDMD Ag buy-in manager compiled results to meet immediate needs of the Ag Office.

From June to August, A&L refined the results reporting data for the Ag buy-in by creating a new template for the tables to be included in the results presentation to most effectively convey the data results and streamline the labor for developing the results. Longer term cross-tabbing and comparisons of data ideas were also discussed and will be re-evaluated in the next quarter.



6.3 Web Development

The Web Development Portfolio met with the USAID Ag buy-in Activity Manager, Zachary Baquet, to identify immediate needs for a web space to support materials developed from the Office of Agriculture and the new Bureau of Food Security. The space is currently live at microlinks.kdid.org/agrilinks and promotes publications, events, and trainings coming from the Office. Discussions are underway for for a full site to support the Office's research and knowledge products.

The K&L team supported the effort by migrating content from Microlinks 1.0 and retro-fitting the additional feature of audio transcripts as required by Section 508.

6.4 Knowledge and Learning

The K&L Portfolio assisted the Ag buy-in as they co-hosted a Speakers Corner online discussion on Leveraging Financial Services for Ag-Led Food Security in coordination with the Microenterprise Development office. This discussion was held on microlinks.kdid.org June 29-July 1, 2010 and was facilitated by Beverly McIntyre (IRG), Meaghan Murphy (QED Group), Terry Isert (independent consultant) and Rashmi Ekka (AZMJ). The discussion involved over 130 practitioners from 14 countries. A synthesis document for this discussion was produced by KDMD staff and was made available on Microlinks and Agrilinks.

The K&L team hosts and facilitates discussion as part of a webinar of the Agriculture Sector Council Day Break Council Seminar series. International participants regularly attend, as well as interested parties in Washington, DC who are unable to join the event in person. This additional opportunity for participation is one of the most popular aspects of these events.

K&L also **supported in-person events with recording and screencast products** which make remote participation of internationally based staff possible. These included Agriculture Sector Council meetings and specialised briefings covering the following topics:

- Warehouse Receipts for Food Security: Benefits and Challenges
- What is the 'Best' Strategy for Developing Staple Food Markets for Reducing Hunger & Poverty? (Session 1)
- Discussants Session 1: What is the 'Best' Strategy for Developing Staple Food Markets for Reducing Hunger & Poverty?
- The Scope for Poverty Reduction Through High-value, Non-staple Cash Crops (Session 2)

- Discussants Session 2: The Scope for Poverty Reduction Through High-value, Non-staple, Cash Crops
- Panacea or Pandora's Box: Fertilizer Subsidy Impacts & Suggestions for Constructive Engagement (Session 3)
- Discussants Session 3: Panacea or Pandora's Box: Fertilizer Subsidy Impacts & Suggestions for Constructive Engagement
- Thinking Outside the Box: The Case for Regional Markets (Session 4)
- Discussants Session 4: Thinking Outside the Box: The Case for Regional Markets
- Productivity Growth in the Global Agricultural Economy
- Global Hunger and Food Security Initiative: Feed the Future
- Exploring the Intersection Between the Global Health Initiative and the Feed the Future Initiative Through Nutrition
- The Gender Informed Nutrition and Agriculture Alliance in Africa: Lessons Learned, Challenges and the Way Forward
- The Homestead Food Production Program in Asia
- CGIAR Research Program (CRP) on Agriculture for Improved Nutrition and Health
- Thailand: Country Led Experiences In Improving Nutritional Status
- Mexico: Country Led Experiences In Improving Nutritional Status
- Advancing Nutrition and Health in the Context of Agriculture: New Directions Under the Africa Union and the New Partnership for Africa's Development
- Food Based Approaches (FBAs) for Combating Micronutrient Deficiencies - Status of Call for Papers

- Nutrition as a Multisectoral Issue: The Evidence Base for Linking Agriculture and Nutrition
- The Nutrition Collaborative Research Support Program (CRSP)
- Ghana: Country Led Experiences In Improving Nutritional Status
- Leveraging Financial Services for Agriculture-Led Food Security: Speakers Corner 38
- Feed the Future: Research and Development Strategy
- Agriculture and Nutrition: Making the Connections
- The Multilateral Dimension of Food Security

6.5 Communications

The Communications Portfolio provided both design and communications support on a host of activities from the Office of Agriculture. This included:

- **Helping define architecture and layout** for Agrilinks space on KDID.
- **Developing a process and supporting documents** for migrating and tracking content for Agrilinks page.
- **Editing content** for migrated and new content for Agrilinks page.
- **Editing, proofreading, and providing layout/design** for four (of eight planned) "Agriculture and Gender Briefs."
- **Editing and proofreading** IEHA Gender Assessment Synthesis Report.
- **Editing, proofreading and providing layout** for four Discussant Summary documents.
- **Leading Agrilinks branding strategy** and facilitating a vote of key stakeholders for final selection.

- **Providing design and editing support** to program manager for email marketing and invitations.
- **Providing 508 compliance support** as needed.

6.6 Adult Learning and Training

KDMD's training team worked with the Ag Office (now the Bureau of Food Security) to develop and implement various trainings: the half-day Overview seminar, the 2-day Overview training, and a 5-day course which will be implemented December 13-17, 2010. During this reporting period, the team supported the implementation of two half-day seminars, two 2-day courses and the development of the 5-day course.

KDMD captured the lectures of the half-day seminars and developed online learning products for the Ag Office to have in perpetuity. By incorporating feedback received after the first implementation of the 2-day course earlier in May 2010, the KDMD team provided instructional design support to improve the delivery of the practical application exercises for the 2-day course implemented in September 2010.

During the period, there was a significant focus on the development of the Agriculture 5-day Core Course. This is the first full course developed for Agriculture at USAID and the KDMD team provided curriculum development support to ensure the framework was comprehensive. KDMD established subject-matter teams amongst the various Ag experts and applied a review process to ensure the content developed was thoroughly vetted amongst the office. The KDMD training team also worked with the Ag Office to ensure a balance of practical application and theory in the delivery of the course. The KDMD training team looks forward to implementing this course in December 2010.

6.7 Forward Statement

The next six months of the Ag buy-in hold a number of exciting opportunities and milestones for knowledge management and learning in the Agriculture arena at USAID. It will be a time to build on the successes and learnings of this period. USAID is increasing investment and attention on both agriculture and food security as well as knowledge management and learning. The Bureau of Food Security is expected to become the new home for the buy-in as the Office of Agriculture staff and programs move under this new leadership in the agency. KDMD expects to collaborate closely with the buy-in Activity Manager and COTR to ensure ongoing buy-in activities and work are adapted appropriately to meet changing needs.

It is an exciting time for activities to reach expanded audiences with technical resources and knowledge and learning services as USAID staff and implementers undertake new Feed the Future programming. Mid-December 2010 will mark a particularly exciting time as KDMD supports the Office of Ag/ Bureau of Food Security in the roll out of the 5-day Agriculture Core Course, the Agency's first technical training of its kind in over a decade. Technical briefs and resources, seminars, special events, and trainings will be able to offer USAID staff and partners the opportunity to engage on best practices and share learning in the areas of agriculture and food security.

Additionally, KDMD expects to collaborate with buy-in leadership and key stakeholders on phase two of the Agrilinks website as well as engage in other potential online initiatives such as a blog. It will be an exciting next phase and KDMD and USAID buy-in leadership alike see opportunities for expanded reach, innovation and depth to the knowledge management and learning work established to date.

7. JAMAICA BASIC EDUCATION COMMUNITY OF PRACTICE

The USAID/Jamaica Partners for Educational Progress Community of Practice (CoP) is building a network of education practitioners and stakeholders through face-to-face meetings and online activities to share experiences, discuss critical issues, contribute to policy development, and help advance the field of basic education in Jamaica. The CoP is developing specific knowledge services and products for members, offering assistance to members that request help, supporting the application of tools and best practices, and contributing to aid and development effectiveness.

7.1 Summary of Key Accomplishments

After recruiting, hiring, and training the **two-member Facilitation Team** in May and June 2010, the Jamaica CoP Team began to plan for the **June 29 Stakeholders Forum**. The forum was designed to bring together potential members to introduce the CoP concept, CoP activities and member benefits, decide upon the name of the CoP, and determine the most pressing issues that would be addressed by the CoP. The event was held at the Terra Nova Hotel in Kingston, Jamaica and attracted 50 diverse and experienced education practitioners, who provided valuable feedback to the CoP Team about how best to reach the Jamaica education community and what activities and services would be most valuable to that community. The CoP Team conducted an After Action Review of the Stakeholders Forum and issued a post-event survey to those who attended the forum; a final report was drafted and shared with event attendees.

Shortly after the Stakeholder's Forum, the CoP Team identified a date to hold the formal CoP launch event (in early December 2010)

and began **planning for the launch** as well as member activities that would take place in the interim. Between July and November, the CoP accomplished the following:

- Recruited individuals to serve on the CoP Core Resource Group, and consulted with the group on a regular basis about CoP priorities and activities.
- Identified the top eleven key issues (those most important to basic education in Jamaica) that will be addressed by the CoP in the coming year.
- Conducted continuous outreach with the education community to expand the CoP membership and to build awareness of the CoP activities, goals, and member benefits.
- Outreach activities have included in-person meetings, attending relevant conferences and meetings, and reaching out to organizations and groups working on similar issues.
- Developed CoP branding and graphics; finalized CoP web portal design, layout, and functionality.
- Developed a CoP e-Newsletter template and issued the first membership newsletter on September 15, 2010; two follow-up email “news bulletins” were drafted and distributed to the membership list.
- Planned for and held a 3-day EduExchange online discussion (September 21 -23, 2010) addressing the role of the school in improving student performance in challenging contexts, which was moderated by Elaine Foster Allen, Immediate Past Chief Inspector of Education and Principal of Shortwood's Teacher College; a summary report was drafted and distributed to EduExchange participants.

- Planned for December 15, 2010 CoP Launch event; recruited Earl Phalen, CEO of Reach Out and Read and the Founder of Summer Advantage USA, as keynote speaker.

7.2 Assessing & Learning

To date, the A&L Portfolio has provided the following support to the Jamaica CoP buy-in:

- Survey design, data collection and analysis
- After Action Review (AAR) assistance

The A&L Team developed an online survey to capture responses to a virtual discussion that the Jamaica buy-in hosted (Jamaica Edu-Exchange in September). The A&L team collected the data, analyzed it and presented the results to the Jamaica buy-in team.

Following the event, the A&L team facilitated an AAR in early October 2010 to capture lessons learned from the event to help design future activities. The A&L team noted action items and next steps and will follow-up with the Jamaica buy-in team in December to find out whether or not the action items were completed and to capture additional continuous learning lessons.

The A&L team has scheduled training in early December 2010 so that the team can better understand how to utilize Survey Gizmo, the online survey tool, and to help them prepare additional survey reports outside of the A&L survey assessments.

7.3 Web Development

The Web Development Portfolio met with Jamaica buy-in team to design and initiate site development and implementation for the CoP

website set to launch in December 2010. As part of this process, the team:

- **Negotiated website requirements** with program manager and CoP facilitators through several meetings and coordination online.
- **Created comprehensive wireframes** (40 pages) for the Jamaica Partners for Educational Progress Community of Practice website.
- **Designed 20 design comps** to determine design elements for website.
- **Developed core website functionality** and theming for site.

7.4 Knowledge and Learning

In June Carol Watson Williams, the Jamaica Community of Practice Facilitator, and Alesea Ridell, the Community of Practice Research Assistant, traveled to QED headquarters for training on facilitating Communities of Practice. The training was developed and implemented by KDMD's Knowledge and Learning Consultant, Tam Pham. The training ran for five days and prepared the groundwork for the development of the Jamaica CoP.

K&L provided **support to the soft launch of the community** during an event in Kingston, Jamaica in June. This support included facilitating ice breaker events and a knowledge cafe, drafting presentation materials, and planning for the CoP launch.

The K&L Portfolio also hosted 3-day **EduExchange online discussion** with members of the Jamaica CoP. The discussion included 86 registered participants, and was moderated by Elaine Foster Allen with support from CoP coordinators. A number of print and online resources were provided by the facilitators and made available on the discussion site.

7.5 Communications

The Communications Portfolio worked with the program manager and Jamaica Community of Practice facilitators to develop engagement materials for the CoP kick off event and mid-term meeting. The team will continue to support the Jamaica managers and facilitators to develop a promotional strategy for the new website and additional events.

More specifically, Communications:

- **Developed the branding strategy** for CoP print and web presence.
- **Designed and created promotional materials** including the Jamaica Community of Practice bookmark and e-mail advertising campaigns, including event invitations and activity advertisements.
- **Assisted facilitation of kick-off meeting** including photography, note taking and supporting the report out of the Jamaica facilitators.

7.6 Forward Statement

The CoP Management and Facilitation Team is planning for the official launch of the Jamaica Partners for Educational Progress CoP on December 15, 2010 in Kingston, Jamaica. This event will introduce the newly developed website to CoP members and potential members, and will include a welcome and introduction by Pamela Bridgewater, U.S. Ambassador to Jamaica. The CoP Facilitation Team invited Earl M. Phalen, who was recommended by the CoP Resource Group, to deliver a lecture on Promoting Early Literacy in At-Risk Students. Karen Hilliard, USAID/ Jamaica Mission Director, Dr. Rebecca Tortello, Senior Advisor to the Minister of Education, and Claire Spence, Programme

Management Specialist and CoP Activity Manager, will also participant in the event.

The Facilitation Team is also planning for several online activities in early 2011, which will familiarize members with the website and introduce them to the products and services that the CoP plans to offer on a regular basis. The Facilitation Team is in the process of planning for the following activities:

- A three to five day EduExchange online discussion is planned for late January and will address a new Jamaica Ministry of Education policy on testing reading competency and secondary school placement. The Facilitation Team is working on identifying a moderator who will be able to lead the discussion on this controversial issue.
- The Facilitation Team plans to release two EduBulletins during the month of January, and will establish a regular schedule of releasing them at least twice a month. To date, EduBulletins have focused on classroom-level interventions from across the island and will expand to include policy and systems level initiatives impacting the education sector.
- The Facilitation Team will continue to build the CoP website by adding resource materials and documents, and reaching out to members to contribute additional content.
- The Facilitation Team is planning for the first Query and Consolidated Reply process. Since this is a new activity to the CoP, the Facilitation Team is working with the Resource Group to identify a relevant question that will be posted by a Resource Group member.
- The Facilitation Team is identifying CoP members to serve as guest bloggers on the site. It is anticipated that the blogging component of the website will be rolled out in mid-2011.
- The Facilitation Team is working with the Resource Group to identify opportunities to

support face-to-face events and is looking to the After Hours and Breakfast Seminar series as a possible model. Since resources are limited, the Facilitation Team will work seek to leverage and build off of events being planned by members and member organizations.

8. DEVELOPMENT CREDIT AUTHORITY

The purpose of the DCA buy-in is to provide portfolio management support to USAID's credit guarantee programs while providing knowledge management support to complement the program. The buy-in began in February 2010 and expanded in October 2010. It includes three components: Portfolio Management, Risk Assessments and Communications Support.

8.1 Summary of Key Accomplishments

8.1.1 Portfolio Management

DCA Portfolio Management responsibilities include maintaining relationships with financial institutions and USAID missions in over 50 countries; monitoring and reporting on guarantee performance on a semi-annual basis; processing any claim requests; ensuring all fees are paid in a timely manner; and troubleshooting any problems related to the guarantees.

During the reporting period, the KDMD Team:

- Completed the September 30, 2010 reporting cycle, reviewing and approving 118 loan schedule reports.
- Coordinated the issuance of Notice of Payments Due (NPDs) for partners to pay their utilization fees.
- Processed nine claim requests for defaulted borrowers under the guarantees.

8.1.2 Risk Assessments

KDMD **coordinated risk assessments² for Peru and Senegal** with consultants Chris Ray and Nhu-An Tran for DCA to support lending to agricultural producer associations, cooperatives, and enterprises in Alternative Development program zones in the case of Peru and lending to micro, small, and medium enterprises (MSMEs) in agricultural value chains in the case of Senegal.

The Credit Review Board presentations were held on August 5 and September 9, 2010, respectively.

8.1.3 Communications Support

KDMD laid the groundwork for future communication support during this period, discussing **possible KM activities for the DCA office** at a joint meeting in September 2010. Some proposals included steps to develop either a Water Finance website or a Knowledge Management website. Prior to this meeting, KDMD staff **identified base-line needs** and requirements of Water Finance Site and calculated **cost/resource estimates** for a site redesign.

8.2 Web Development

As mentioned earlier, the KDMD Team, represented by the Web Development, K&L and Communications Portfolios, met with DCA staff to discuss needs for two possible DCA websites. The first would be a redesign of the Water Finance

²A risk assessment identifies the key risks associated with a Development Credit Authority partial credit guarantee. It analyzes four key components of risk: country, lender, borrower, and transaction risk in order to assign a weighted average risk factor ("WARF Score"). The ultimate purpose of the WARF Score is to determine the likely defaults to the US Government so that the USAID mission can adequately provision for this loss.

Site to improve its usability and design, the second is site would support the DCA project as a whole. The Web Development Portfolio provided a cost estimate for the DCA Water Site redesign but development is currently to be determined based on capacity of both teams. The K&L Portfolio provided input during the initial meetings and is awaiting further engagement from the DCA team.

8.3 Communications

There are two objectives within this component, one is to promote a learning-oriented environment in which KM best practices and innovative approaches can have maximum impact on USAID's DCA activities, and also to devise and implement dissemination and communications strategies that increase their application by practitioners and thereby their impact.

Members of the Communications Portfolio met twice with the KDMD DCA Program Manager during this reporting period to plan the DCA annual report. The team provided level of effort (LOE) estimates and agreed to take on annual report design for 2010 and will be working to support DCA in the promotion and engagement activities in the future.

8.4 Forward Statement

The DCA annual report design will be completed in December 2010 so it may be printed and distributed to DCA partners. Also in December, the Office will decide if they will go forward with the Water Finance website which would begin early 2011.

9. EUROPE AND EURASIA

The overarching mission of the Social Transition (ST) Team in E&E/DGST is to enhance the ability of all people in E&E countries to improve their quality of life by assisting these countries in establishing effective and efficient social systems appropriate to market democracies. The ST Team covers these key sub-sectors: education, labor markets, social services, social insurance, and social assistance, as well as issues relating to gender and trafficking in persons. Health issues are covered by the E&E Bureau's Health Team. The Democratic Governance and Economic Growth team continues to encourage the economic and democratic policy gains in the region.

KDMD's role is to assist these offices in developing knowledge sharing activities and products that increase awareness of the teams' work in these areas among staff at USAID Missions and USAID/W offices, the State Department, other donors, NGOs, implementing partners, researchers, and other constituencies in the region.

9.1 Summary of Key Accomplishments

During this period, KDMD consulted on the use of knowledge products to augment the workplans of the Europe and Eurasia section's Health, Social Transitions, and Democracy and Governance (D&G) teams. For the health team, this also included consulting on online opportunities to **promote the Health Policy Initiative (HPI)** project and for the Social Transitions team, efforts centered on the continued **evolution of the Social Transitions website**. KDMD also held discussions with the D&G team around their 2010-2011 workplans.

During this phase of Social Transitions website development, the KDMD team **tested and refined the tagging and search capability**. In conjunction with a partner contractor, JBS International, KDMD also developed a **content management process** for the website.

9.2 Web Development

K&L provided support to help integrate site updates for the Social Transitions website into the larger work of building out the KDID portal. As an early adopter of the new Drupal platform, the ST site is awaiting design and functionality updates to match the later KDID-wide improvements.

In the meantime, KDMD staff met a number of times with JBS Associates to define a process and refine tagging, inventory, and filter methods for online content. This is an iterative loop as the team assesses activities and learns how to make the search more intuitive and the site more useful. In support of this process, the E&E buy-in manager **created a Section 508 tip sheet** and instructions to assist content creators in making deliverables meet accessibility requirements.

9.3 Knowledge and Learning

To support knowledge capture and dissemination for this buy-in, the K&L Portfolio recorded and **produced a screencast** in conjunction with the Department of Labor's ILAB on quantitative research methods and recorded the **Social Transitions Conference** last May for archive purposes. At this conference, the team also **introduced the Social Transitions website** with bookmarks and online archive materials.

K&L also worked in conjunction with Futures Group International to present the HIV toolkit they have developed under USAID's HPI to the Eastern European and Eurasian Missions. This included consulting with the E&E Health division to consider how best to reach the diverse audiences (geographically, culturally and technically) with this training. A video conference with the Missions in the region is scheduled for December 14, 2010 with a dissemination of additional online products that convey the same training for other audiences, including a possible webinar for Washington DC-based stakeholders and practitioners.

9.4 Communications

The Communications Portfolio provided a **site engagement strategy** to be utilized with the public launch of the EEST site and will continue to provide support on electronic and print materials. In addition, the Communications team designed a **promotional bookmark** for Social Transitions site.

9.5 Forward Statement

The E&E buy-in has grown to include the Health and Democracy/Governance Teams. These two offices are new to KDMD. The various KDMD and E&E teams are discovering together how best to leverage the communication and knowledge management skills of KDMD to these specific efforts in the region. As described earlier, the project is currently supporting dissemination of a toolkit aimed at Medicated-Assisted Therapy for drug users to address the HIV epidemic in the region. As the management for Health and D&G become more familiar with KDMD, support for additional activities is likely to increase.

Equally, as the content management system for Social Transitions site becomes more stable and predictable through refinements and training, it will be used more extensively as as backdrop for ST office knowledge sharing activities.

Figure 6:

New content was uploaded to Social Transitions.



10. MANAGEMENT AND PERSONNEL

Effective contract and financial management is important for this large, complex project. QED management regularly communicates with the COTR and the Contracting Officer 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 and buy-in managers in their respective bureaus. KDMD management reviews and approves all project time and expense reports.

In the beginning of 2010 the KDMD project began a restructuring of its internal personnel into programs and portfolios. This restructuring continued into the second half of the year. Currently, the team is organized with Program Managers managing the relationship with the USAID Activity Managers and the COTR, managing the budget, and providing quality control for deliverables. The Portfolio Managers are responsible for the work in the technical areas of knowledge and learning; adult learning and training; assessing and learning; web development and management; and communications. The Portfolio Managers manage the activity leads within their portfolios.

The KDMD Communications Portfolio was restructured to integrate graphic design firmly within the portfolio. An offer has been extended to a full time graphic designer to improve the KDMD product design and assist with web design, reducing reliance on external firms while increasing internal capacity to design and develop professional web and print materials while lowering overall project costs.

10.1 QED Group, LLC

- Hired Jessica Ziegler as Communications Specialist
- Promoted Corbett Hix to Communications Portfolio Manager
- Hired Sal Spada as Deputy Chief of Party
- Hired Matthew Haight as Project Operations Manager
- Hired Kathleen Hughes as Online Learning and Training Coordinator
- Transitioned Amanda Hawkins from AMAP/DCA to the KDMD DCA buy-in
- Transitioned Joseph Obi from AMAP/DCA to the KDMD DCA buy-in

10.2 Sub-Contractors

Independent design consultants - Brought on to assist with design workload related to KDID portal and sub-sites.

- **Michelle Matsuura** - graphic designer (web)
- **Laura Lin** - Graphic Designer (Web, print and HTML programming); offer extended for full employment

International Resource Group - QED's main sub-contractor provides support to KDMD through the Assessing and Learning and Knowledge and Learning Portfolios as well as Program Management for the EEST Social Transitions buy-in.

- Added: Amanda O'Neil as part time staff for administration, events and multimedia
- Added Adam Alfano as part time staff for events and multimedia

- Recruiting for Financial Services support and IT Specialist
- Contracted Richard Blue for M&E technical assistance

Training Resources Group, Inc - KDMD

continued to work with the Training Resources Group with Ed Salt as Program Manager. The team also worked closely during this period with Rachael Wilcox on the development of the Ag Core Course. Rachael worked with the Office of Agriculture's (now the Bureau of Food Security) technical teams to develop the Ag Core Course from scratch.

Siren Digital Communications, LLC - Siren is the web strategy firm acting in consultant role to assist with user experience and visual elements of KDID Portal sites. Siren's role has decreased with increased use of internal resources.

Global Learning Systems - GLS, an adult learning specialist firm, has supported blended learning activities for the MD office and EG buy-in.

Project DC - Project DC's led the branding strategy, including side logos, color palettes and

visual design approach for Microlinks, Agrilinks and the Jamaica Community of Practice. However, their work has decreased as the KDMD team has expanded its internal design capacity and increasingly relying on internal resources.

Zaloni - Zaloni is the lead website development firm for the KDID Portal sites and Microlinks redesign. Zaloni is responsible for complex coding related to web development including custom module coding, theming and translating designs to functioning web applications. The firm's work process and quality has been excellent and it is expected that the KDMD relationship with Zaloni will carry on well into the future. The KDMD team will work with Zaloni to ensure that custom development created in relation to USAID projects is made available to other federal agencies.