KDMD

The USAID Knowledge-Driven
Microenterprise Development Project

Semi-Annual Report

November 15, 2010 – May 14, 2011

THE QED GROUP, LLC

■ The difference, proven

TABLE OF CONTENTS

ACRONYMS

A&L Assessing & Learning

AAR After-Action Review

ADDIE Analysis, Design, Development, Implementation, and Evaluation

Ag Agriculture / Office of Agriculture

ALT Adult Learning & Training

AMAP K&P II Accelerated Microenterprise Advancement Project Knowledge and Practice II

ATAI Agricultural Technology Adoption Initiative

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

CAADP Comprehensive Africa Agriculture Development Programme

CGAP Consultative Group to Assist the Poor

CoP Community of Practice

COP Chief of Party

COTR Contracting Officer's Technical Representative

CRSP Collaborative Research Support Program

CSO Civil Society Outreach

DCA Development Credit Authority

DCOP Deputy Chief of Party

DG Democracy and Governance

DLI Development Leadership Initiative

ED Enterprise Development

ECYMP Eastern Caribbean Youth Microenterprise Program

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

ESAF Expanded and Sustained Access to Financial Services Program

FACET Fostering Agriculture Competitiveness Employing Information Communication Technologies

FIELD-Support LWA Financial Integration, Economic Leveraging, Broad-Based Dissemination and Support Leader with Associates

FSN Foreign Service National

GLS Global Learning Systems

GROOVE Growing Organization Value Chain Excellence Learning Network

GUC Grant Under Contract

HIFIVE Haiti Integrated Finance for Value Chains and Enterprises

IADB Inter-American Development Bank

ICT Information and Communications Technology

IEHA Initiative to End Hunger in Africa

IGP Implementation Grant Program

K&L Knowledge & Learning

KDID Knowledge-Driven International Development

KDMD Knowledge-Driven Microenterprise Development

KM Knowledge Management

KMIC Knowledge Management Impact Challenge

LBLI Lebanon Business Linkages Initiative

LIFT Livelihood & Food Security Technical Assistance Project

LMS Learning Management System

LN Learning Network

LWA Leader with Associates

M&E Monitoring and Evaluation

MED Microenterprise Development

MCC Millennium Challenge Corporation

MD USAID Microenterprise Development office

MPI Migration Policy Institute

NGO Non-Governmental Organization

NPD Notice of Payment Due

ODP Office of Development Partners

P3DP Public-Private Partnerships Development Program in Ukraine

PPL Bureau of Policy, Planning, and Learning

PRODEL Ecuador Local Business Development Program

PSC Personal Services Contractor

Q&A Question and Answer

RFA Request for Applications

RFP Request for Proposal

SEEP Small Enterprise Education and Promotion Network

SOW Statement of Work

ST Social Transitions

STRIVE Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening

TAG Technical Advisory Group

TRG Training Resources Group

USAID United States Agency for International Development

USDA United States Department of Agriculture

USG United States Government

1. INTRODUCTION

The QED Group is implementing the five-year USAID Knowledge-Driven Microenterprise Development (KDMD) project. The KDMD project designs and implements state-of-the-art knowledge management, learning and sharing tools and approaches that promote collaboration among practitioners to speed innovation and adoption. These tools include online and in-person, formal and informal learning events; communications strategy development and implementation; web strategy development and implementation; and assessing and learning tools and approaches.

KDMD maximizes the impact of the USAID Microenterprise Development (MD) office's knowledge and learning investments. The QED team implements strategies and processes to coordinate learning and knowledge sharing across the full range of Microenterprise Development office investments and activities. As the demand for knowledge and learning services has grown within USAID, other operating units have sought the services of the KDMD project. The KDMD contract allows other operating units to buy into the services that KDMD offers. This allows the project to leverage its successful knowledge management (KM) framework and processes to help USAID maximize its impact. The following USAID operating units have bought into the project and have become Programs under KDMD:

- Office of Economic Growth (EGAT/EG)

- Bureau for Food Security (BFS, formerly EGAT/Ag)

- The Jamaica Mission

- Development Credit Authority (EGAT/PR/DCA)

- Europe/Eurasia Democracy and Governance Social Transitions team (EE/DG/ST)

- Bureau for Policy, Planning, and Learning (PPL)

- Office of Development Partners (ODP)

The QED Group, LLC is pleased to present this Semi-Annual Report for the period from November 15, 2010 - May 14, 2011. KDMD is implemented by the QED Group and its sub-contractors—the International Resources Group (IRG), the Training Resources Group (TRG), Global Learning Systems (GLS), and others. 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.

2.1 Assessing & Learning

The Assessing & Learning Portfolio (A&L) provides assessing and learning support to both internal and external KDMD project products and services. This is done through surveys which measure client satisfaction, perceived usefulness of products and services, and continued use/application of products and services. Through the use of After Action Reviews (AARs) and other tools, services, and internal processes are also assessed and fed back into the project.

During the last six months, the A&L team has continued to provide survey design analysis support throughout the project. This includes the completion of a data collection plan for the Adult Learning & Training Portfolio as part of assessing the impact of KDMD project activities.

In addition to the regular activities, the team also managed the Knowledge Management Impact Challenge (KMIC) case story submission and review which then fed into the May 2011 KMIC unConference, spearheaded by the A&L team in cooperation with the Knowledge & Learning team, the Communications team and partner, the Impact Alliance.

2.2 Web Development

The Web Development & Management Portfolio is the technical leader in the development, launch, and management of the KDID Portal and its family of websites, including Microlinks, Social Transitions, KDID, Jamaica CoP, Agrilinks, et al. As the architects and maintainers 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 team employs in-house staff and vendors to create all aspects of site design (with the Communications team), 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 multisite architecture

- Work with clients and key stakeholders to translate needs into specific site requirements

- Utilize requirements to create functional wireframes to determine layout, functionality, and development strategy

- Create design slides based on the wireframes to illustrate the visual look and feel of the site and create updates as needed

- Build and develop the sites based on the requirements, wireframes, and design slides

- Coordinate in-house builders/developers and external developers to ensure collaborative work processes

- Train program managers and key site stakeholders on general and unique site functionality

- Conduct quality assurance tests with support of the communications team for functionality and usability

After a site is launched, the Web Development team works closely with designated Knowledge and Learning Site Managers on the K&L team 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. Two of the aforementioned

sites—Agrilinks and the Jamaica CoP—launched successfully during this reporting period and are in "beta" versions. KDID, Microlinks, Social Transitions, and the Economic Growth Learning Center (EGLC) sites received frequent updates and enhancements.

2.3 Knowledge & Learning

The Knowledge & Learning (K&L) Portfolio supports program activities under KDMD with knowledge sharing and learning events, products, and methods to support knowledge capture, sharing and application for improved performance by development practitioners.

During this period the K&L team expanded its support of video recording as a knowledge capture and sharing tool, continued work to refresh the KDID Portal and successfully supported the first unConference for KDMD through KMIC. The K&L team plays an active role in supporting MD on Microlinks; Speakers Corners and other on-line activities; and two seminar series. K&L supports all KDMD Programs with in-person, online, and multimedia events for knowledge capture and sharing.

K&L also helped further develop the Learning Network agenda under the GROOVE Learning Network and continued to coordinate with MD's AMAP K&P II Project.

2.4 Communications

The Communications Portfolio provides support across all KDMD programs including developing the overall KDMD communications strategy for each program and providing quality assurance on materials created for distribution. The team's work includes development of online and in-person engagement strategies and materials such as email campaigns, print advertisements, and social media outreach. The Communications team is increasingly involved in the development of new media products to complement existing activities. These include video interviews of event speakers, event photography, and video blogs. In addition, the Communications team works closely with the Web Development team by leading all information architecture, design, and branding efforts for new and existing websites.

The Communications team is divided largely by program and activity. Each program and activity has a designated point of contact within the team to assist with project management. In addition to providing communications strategy and development, the communications team provides quality assurance including content copy-editing, proofing, 508 compliance, and design oversight for all project activities.

2.5 Adult Learning & Training

The Adult Learning & Training (ALT) 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 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 participants towards a continuous learning experience that extends learning before, during, and after a workshop or training.

The ATL team consists 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 KDID portal, including Microlinks, the Economic Growth Learning Center (EGLC), the USAID Learning Management System (LMS), and other sites. The Adult Learning & Training team is currently working with the EG Office, the Development Credit Authority Office, the MD office, the Bureau for Food Security, and the Office of Development Partners. The team may also work with many of KDMD's new Programs to develop blended learning programs.

QED and IRG's work on knowledge management and training began with the Microenterprise Development office under AMAP. The KDMD contract still sits in the MD office. KDMD has grown beyond MD, and the original KDMD objectives include:

- Facilitate knowledge sharing and learning by assisting with the accumulation of tacit and explicit knowledge stock related to microenterprise development (MED)

- Design, implement, and facilitate scalable, replicable knowledge and learning tools and approaches including implementation of the Grants Under Contract (GUC) mechanism

- Promote collaboration among practitioners by encouraging knowledge flow across the microenterprise development industry

- Contribute lessons learned to the broader fields of KM and adult learning

The work of the MD Program is conducted across all project portfolios. KDMD works with the MD office in their priority areas that fall within the scope of the project. In addition, KDMD works across the MD portfolio of partners, including FIELD-Support LWA, AMAP K&P II, SEEP IGPs, and other microenterprise and microfinance focused partners and industry stakeholders.

As outlined in the portfolio sections below, the KDMD team has continued to support the Microenterprise Development office through dedicated efforts within the scope and objectives of the KDMD project. A few highlights of work completed during the period include:

- Implementation of the Microlinks outreach and engagement strategy including key messages developed for targeted stakeholders

- KDMD Overview presentations delivered to MD staff

- Orientations conducted on the use of Microlinks

- Microlinks usability focus groups conducted

- Development of a comprehensive web analytics strategy being implemented

- Continued refinement of functionality of Microlinks and the KDID Portal

- Design and development of online learning modules

- Planning and support for development of new activities on Diaspora engagement

- Relationship building with partner institutions

3.1 Assessing & Learning

The A&L Portfolio continues to support the MD Program by providing the following:

- Monitoring and evaluation services

- Data collection and analysis of all KDMD activities

- Database and statistics tracking systems

- After Action Reviews and standardization of learning feedback loops

As a follow-on to the USAID Mission Needs Assessment Survey, which was developed and sent out to missions in September 2010, the team provided the MD office with an analysis of the survey results in December and worked with the Communications Portfolio and the MD Program to design a Mission Outreach Strategy. The A&L team managed a bidding process to identify an experienced firm which worked

with the Communications Portfolio and Web Development Portfolio to develop a web analytics strategy.

A&L distributed, collected and analyzed survey results for the following MD Program activities:

- After Hours Seminars = 6
- Breakfast Seminars = 5
- Speakers Corners = 3
- e-Consultations = 2

The team also facilitated and/or distributed notes for the following After Action Reviews (AARs):

- GROOVE LN Mid-term Workshop
- Poverty and Conflict LN Final Workshop
- Digital Stories
- Speakers Corner: Mainstreaming Gender in Microfinance

There was a strong social media component to the unConference - below are some statistics collected from May 1-25:

10 blog posts on the KM Impact Challenge website

34 videos on YouTube with **350** views

10 PowerPoint presentations on SlideShare with **381** views

70 photos on Flickr with **300** views

2 issues of daily highlights on Storify with **448** views

483 tweets by 50 tweeters - a total of 47 hashtags and 83 URLs were tweeted

40% of the tweets were replies or mentions

133 likes on Facebook

KUDOS

"Marie-Ange Binagwaho and her team did a fantastic job pulling together the KM Impact Challenge."

Stacey Young, USAID MD office, during opening remarks at the KMIC unCconference

"I just wanted to say that I thought the unConference was soooo cool!! Hats off to you... I didn't have much time to stick around and participate but I did download some powerpoints and it just looked so great. I know that people must have gotten a lot out of it."

Rashmi Ekka, AZMJ

3.1.1 Knowledge Management Impact Challenge and unConference

From December to May the A&L team managed the case story submission and scoring process for the Knowledge Management Impact Challenge (KMIC). KMIC was 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 initiative activities for this reporting period culminated in an unConference held in Washington DC May 5-6, 2011 and included the following:

- Launching the challenge via a worldwide call for case stories to be submitted online
- Working with the Web Development team to refine the KMIC webspace on KDID.org
- Supporting case story authors through the submission process

- Assembling a Technical Advisory Group (TAG) of 32 from among KM practitioners around the world to review the case stories

- Establishing evaluation guidelines and a review process for the case stories

- Setting up a system to ensure that each case story was peer reviewed by at least five TAG members

- Assembling the case story scores to select top case story authors

- Organizing a 2-day unConference in Washington, DC to accomplish the following objectives:

- Showcase practitioner experience measuring knowledge management and learning activities

- Analyze and accelerate learning around effective tools and approaches

- Strengthen connections within an emergent community of practitioners

- Develop an agenda for ongoing action

Over 60 people attended the unConference in person (12 of the attendees came from Africa, Asia, Latin America, Europe, and Canada); 50 people attended portions of the unConference via webinar.

Figure 1:

The KM Impact Challenge and unConference website was part of the KDID Lab.

3.2 Web Development

The Web Development Portfolio's work with the MD office entails two main sites on Drupal—Microlinks and KDID. In addition, the Poverty Frontiers site sits on the older Simplify platform. The Microlinks and KDID sites have multiple moving pieces. The first and most high-profile site is Microlinks. The migration of primary content from microlinks.org to microlinks.kdid.org is complete. Planning for the archives of content that will not be moved is underway. Content migration continues to be an ongoing collaborative activity between the Web Development, Communications, and the K&L Portfolios.

The Web Development team continued to build out the Microlinks and KDID sites throughout this reporting period. During this time, the team worked to fine-tune the beta implementation while simultaneously enhancing functionality and the user experience (*see Figure 2*).

In addition to expanding the number of projects represented on KDID to nine (ECYMP, ESAF, FACET, HIFIVE, LBLI, LIFT, P3DP, PRODEL, STRIVE) over this reporting period, the team worked to update and maintain the web space for the Knowledge Management Impact Challenge (KMIC). The Web Development team and its developers worked to modify Drupal's basic group content type (used to create the challenge on Drupal) to meet the ever-changing requirements of the Challenge. The KMIC space grew to include multi-lingual pages, unique content types, and a distinctive layout. The work done for this will inform how KDMD presents group behavior in the future. The KMIC space went live in November 2010, and was updated through the unConference event in May 2011 (*see Figure 1*).

In collaboration with its developer, the Web Development team undertook major overhauls of the portal account creation and the user profile editing processes. Further theming and functionality enhancements for the account/profile screens are scheduled for the next reporting period.

The beta period of microlinks.kdid.org witnessed many thematic and content updates, including:

- Library (landing page, search results, search filters)
- Second batch migration of content from microlinks.org
- Events and Groups (landing pages, upcoming/recent/previous blocks, active participants, group members)
- Event and Library Resource (added back reference capability and themed Related Resources)
- News & Announcements (landing page)
- Topics (view functionality)
- Learning Marketplace (landing page, browse block)
- Nodes (prompt users to log in to post comments and redirect them to the correct node)
- Megamenu (change behavior, theme)
- Home page (redesign)
- "/all" pages (theme)

Figure 2:

The Knowledge-Driven International Development (KDID) Portal is a family of websites providing knowledge-sharing and learning opportunities to connect development practitioners.

Finally, during the period, KDMD began the process of shutting down various sections of the orginal microlinks.org site and redirecting the migrated pages to their counterparts on the new site. This process included phased messaging and various visual cues (*see Figure 3*):

Figure 3:

Phased redirect messages alert users about the status of content migration from the original microlinks.org site to microlinks.kdid.org.

3.3 Knowledge & Learning

The K&L team 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. The K&L team, with the Communications and Project Operations teams, provides facilitation, logistics, planning support, recording, and screencast production to help maximize the knowledge sharing benefits. The five Breakfast Seminars during this period included:

- "Seeds of Change: Behavioral Approaches to Strengthen Agriculture Value Chains", presented by Gael O'Sullivan and Stephen Rahaim of Abt Associates on November 18, 2010. Participation: 47 in person and 42 via webinar.

- "Pathways Out of Poverty: Using Value Chains to Move Vulnerable Households Up the Economic Ladder", presented by Margie Brand (AED) and Ben Fowler (consultant) on January 28, 2011. Participation: 43 in person and 57 via webinar.

- "Assessing the Effectiveness of Value Chain Development in India and Zambia", presented by Elizabeth Dunn of ACDI/VOCA on February 24, 2011. Participation: 61 in-person and 36 via webinar.

- "Making Markets Work for the Poor: Experience, Results and Lessons from Katalyst Bangladesh", presented by Prashant Rana of Swisscontact on March 24, 2011.

Participation: 70 in-person and 82 via webinar.

- "Assessing the Business Environment of Value Chains: A Case Study of Tanzania", presented by Bryanna Millis (DAI) and Emily Friedberg (Booz Allen Hamilton) on April 28, 2011. Participation: 67 in-person and 53 via webinar.

The team also continued support for six After Hours Seminar Series events as well, including:

- "Financial Inclusion: Why it's a Hot Topic and What it Means," presented by Lauren Hendricks (CARE USA), Oya Pinar Ardic (CGAP) and Caroline Mauldin (U.S. Department of State) on November 18, 2010. Participation: 37 in-person and 33 via webinar.

- "Creating Pathways for the Poorest: Lessons Learned from the CGAP-Ford Foundation Graduation Program." Presented by Aude de Montesquiou (CGAP) and William M. Abrams (Trickle Up) on December 8, 2010. Participation: 18 in-person and 20 via webinar.

- "Mobile Banking and Financial Inclusion: The M-PESA Case Study," presented by Billy Jack (Georgetown University) and Claire Alexandre (Bill and Melinda Gates Foundation) on February 9, 2011. Participation: 50 in-person and 64 via webinar.

- "Effectively Catalyzing SME Growth Through Business Plan Competitions: Innovative Examples from Latin America," presented by Andrés Rico Toro and Peter Ippolito (TechnoServe) on March 9, 2011. Participation: 48 in-person and 48 via webinar.

- "Migrant-backed Loans: Mobilizing Remittances in Guatemala," presented by Khalid Al-Naif and Raul Reynoso (William Davidson Institute), and Saul Wolf (World Council of Credit Unions) on April 7, 2011. Participation: 35 in-person and 35 via webinar.

- "Is Microfinance Ready for Social Performance Certification?" presented by Elisabeth Rhyne (Smart Campaign), Sam Daley-Harris (Microcredit Summit Campaign) and Leah

Nedderman Wardle (Social Performance Task Force) on May 4, 2011. Participation: 35 in-person and 38 via webinar.

In addition to the Seminar Series, K&L provided support for three Speakers Corners and one e-Consultation online discussions.

- Speakers Corner #41 "Strengthening Evaluation of Poverty and Conflict/Fragility Interventions," January 11-13, 2011. A synthesis document from this discussion was produced by KDMD. This event was facilitated by members of the Poverty and Conflict Learning Network.

- Speakers Corner #42: "Mainstreaming Gender in Microfinance," February 22-24, 2011. A synthesis document for this event was prepared by KDMD. This event was coordinated with the facilitators of the GenFinance network, and discussion resources were distributed through GenFinance and to participants of several concurrent global gender workshops.

- Speakers Corner #43: "Cracking the Nut on Rural and Agricultural Finance," April 5-7,

Participation in online discussions:

Speakers Corner #41: **97** participants

Speakers Corner #42: **84** participants

Speakers Corner #43: **61** participants

May 2011 e-Consultation: **53** participants with an additional **20** during webinar

2011. This Speakers Corner informed the agenda of the Cracking the Nut Conference to be held in June 2011.

- e-Consultation: "Economic Strengthening Pathways for the Bottom Billion", May 17-19, 2011. This discussion was facilitated by the SEEP Poverty Outreach working group. This e-consultation included a three-day moderated forum, and a live webinar discussion on the third day. The outcome of this discussion will include a report to be developed by SEEP, and the potential for a public discussion later in 2011 to present findings with a broader practitioner audience.

The K&L team began working with the MD

KUDOS

"Please keep up the effort. Speakers Corner is one of the most effective (and cost efficient) forums to manage such discussions."

Getaheh Gobezie, WEMAN Network, after facilitating Speakers Corner #42

"It was a great presentation and I want to congratulate QED and USAID for including Katalyst / Swisscontact in the series. There is so much good work being done by many different donors and programs and sharing their experiences and information with the primarily USAID / US NGO community is a wonderful step forward in learning for everyone. Thank you!"

Gail Carter, Independent Consultant, on Breakfast Seminar #57

"The after hours seminar organized by USAID on "Migrant Backed Loans" was very useful and rewarding. I would like to take this opportunity to thank USAID's staff and the presenters for the outstanding work and for the very informative seminar."

Seifu Mehari, After Hours Seminar #50 participant

office and the Diaspora Working Group at USAID on a new Mini-Seminar Series that began on May 4, 2011. This was the first in six seminars on Diasporas and Diaspora engagement that will take place over the next year. Kathleen Newland of the Migration Policy Institute presented at this first seminar. Work also included a web presence, video capture at a major State Department event, and multimedia support to the seminar series. The series will cover the six papers on Diaspora engagement that were funded through the KDMD Grants Under Contract program. The K&L team also designed and supported a number of an online spaces for MD office partners, including a resource library for regional CAADP conferences supported by AMAP K&P II, an ongoing workgroup for the AMAP value chain facilitation tools curriculum, and an online review for the FIELD-Support LWA assessment process.

3.4 Communications

The Communications team continued 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 the reporting period, a major focus of the Communications team has continued to be the development and refinement of the KDID Portal and Microlinks, particularly in terms of:

- Content Management and Distribution
- Outreach and Engagement
- Usability and Analytics

Collateral development and event support were

two other major activities undertaken by the Communications team over the period. Finally, the team 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.

3.4.1 Content Management and Distribution

The Communications Portfolio continued to produce Connections e-newsletter on a monthly basis and distribute it to a mailing list of over 6,000. Over the period, the list grew 9% to reach a distribution of approximately 6,500. Concurrently, the team developed six Notes From the Field and highlighted these case briefs in Connections (*see Figure 4*). The following Notes were produced in this reporting period:

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

- January 201 - Note From Mali: Trickle Up Programs Empower People With Disabilities

- February 2011 - Note From Ethiopia: Mitigating Conflict by Strengthening Livelihoods

- March 2011 - Note From Paraguay: A Passion for Building Value Chains

- April 2011 - Note From the Global Commercial Microfinance Consortium: Making the Microfinance Industry More Sustainable

- May 2011 - Note From Sierra Leone: Borrowers Benefit From Mobile Money Integration

Figure 4:

Monthly Notes From the Field highlight successful microfinance and microenterprise development projects, providing concrete examples of best practices and lessons learned.

In May, KDMD also worked with the Inter-American Dialogue to another issue of the Migrant Remittances Newsletter. This is the third issue since the original contact expired and was distributed to over 6,000 subscribers in over 30 countries. KDMD will continue to work with USAID remittance and Diaspora technical experts to explore opportunities to update the format and include the newsletter content on the Microlinks site. KDMD also held initial meetings with the Inter-American Dialogue and USAID about possible remittance and Diaspora related seminars led by Manuel Orozco.

> Over the six month period, more than 150 events were added to the various calendars on the KDID sites and 67 Microlinks news stories were added.

As viewership and site use continued to grow over the last six months, another key function of the Communications team was to upload and/or moderate the content being submitted by partner organizations and external users for inclusion on the site in the form of contributed event announcements, news stories, opportunities and library resources. The Communications team also spent time weekly to research new and relevant content, especially microenterprise development events and trainings, to be features on Microlinks.

In conjunction with moderation responsibilities, Communications also developed a policy for community contributions to the Microlinks Library that was approved by the project COTR. As a result, the Library will be open for user contributions, and content submitted by the community will be identified with a label to distinguish it from USAID generated or sponsored content. This policy encourages site membership and participation and will help create a robust repository of information with many different content sources. Functionality for this feature will be implemented during the next reporting period.

3.4.2 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 team developed and began to implement a robust engagement strategy for promoting the new Microlinks site (see the Appendix for more information). This engagement approach will inform the development of similar efforts for other KDID sites as they reach the appropriate level of development.

Implementation of the Microlinks Engagement and Outreach strategy began during this period with several client clinics for staff members of the MD office to familiarize them with the KDID Portal and Microlinks and to discuss USAID's role in site engagement. One key outcome of these meetings was a commitment by Shari Berenbach, Director of the MD office, to contribute her expertise to the site through blogging. Communications also organized a focus group with stakeholders in April 2011 to collect feedback on proposed promotional materials for the site. The comments and observations from the participants, along with feedback from the MD office, were incorporated into a new Microlinks
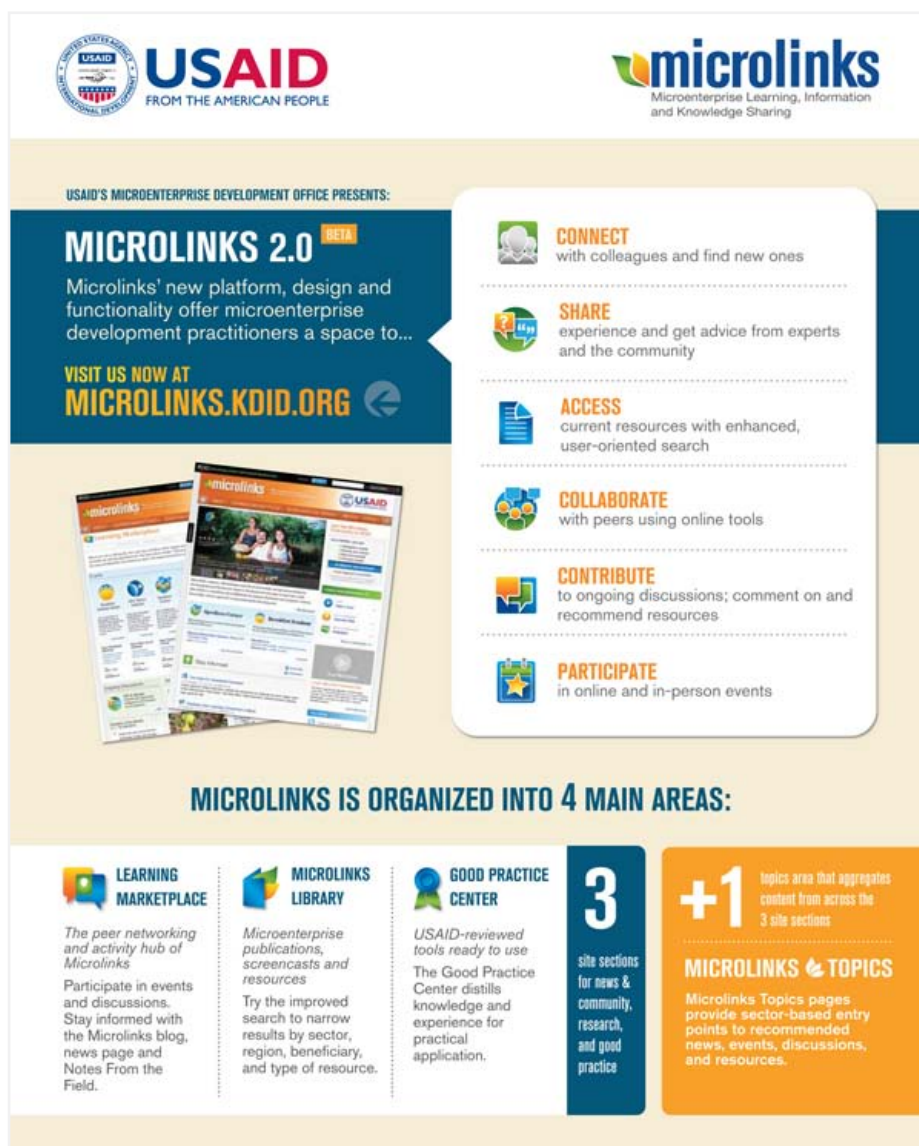

Figure 5:

The redesigned information sheet shares the benefits of the site and explains how it is organized.

overview sheet that has been well-received. In an important update from past promotional material, the document visually highlights Microlinks' site organization through the new "3+1" messaging for the three site sections (Learning Marketplace, Good Practice Center, and Library) and the Topics aggregation pages.

The Communications team also continued building relationships with key MED organizations and firms to proactively maintain communication, to ensure effective collaboration and coordination, and to explore knowledge sharing opportunities. To these ends, portfolio staff were in regular contact with Abt Associates, ACDI/VOCA, AZMJ, Carana Corporation, CGAP/Microfinance Gateway, Chemonics, the FIELD-Support LWA, Grameen Foundation, the GROOVE Network and its members, Land O'Lakes International Development, Making Cents International, Pro-Mujer, SEEP, and Women's World Banking along with other web site and listserv administrators, conference planners, bloggers, and working groups/network moderators.

3.4.3 Usability and Analytics

The Communication team's outreach efforts were paralleled by support for usability testing and analytics. Regarding the former, Communications worked with other KDMD portfolios to develop a new phase of testing that would dovetail with the Microlinks Roadshow in Summer 2011. The task-based testing focused on site navigation using the menus, exploring events, submitting news, searching the library, and completing a user profile. Activity/materials development was followed by an initial focus group with non-KDMD QED staff and the takeaways informed the plans for future focus groups.

During the period, KDMD also contracted with web performance company ClickforHelp to develop and implement a robust strategy to measure Microlinks' success in enabling its various audience segments to find, connect, engage, and be influenced by its content, both overall and by specific topics. The strategy, spearheaded by the Communications team, will track the health of Microlinks community spaces and the success paths related to Microlinks events, online discussions, content contribution, and content consumption. Data will be integrated from Microlinks-related social media efforts, email campaigns (invitations and newsletter), Google tools, and Drupal analytics. ClickforHelp is also helping improve the site's findability through an aggressive search engine optimization program. These efforts, once refined, will be used as models for other KDMD web spaces.

3.4.4 Microlinks and KDID Collateral Development

With the addition of an in-house graphic designer to the KDMD team, Communications has been updating many of Microlinks and KDID core print, web and other traditional and electronic collateral materials. Materials produced during this reporting period include:

- Four large posters advertising the news Microlinks used at conferences and events
- A completely updated 1-page overview of the new Microlinks (*see Figure 5*)
- Microlinks Tour Video
- Greenroom Interviews & Video Note graphics
- Several posters and event postcards used at events and conferences (*see Figure 6*)

Figure 6:

Three 3'x4' banners were designed to promote Microlinks at various events as part of the engagement strategy.

3.4.5 Enhanced Event Support

Beyond web-focused work tied to the KDID Portal, the Communications team provided events support over the period for the two MD office sponsored seminar series, After Hours and Breakfast Seminars. In addition to providing general support around invitation preparation and dissemination, Communications began working with the relevant activity managers in this period to implement enhanced features in conjunction with the social media strategy developed during the previous period. These enhanced features included:

- Live tweeting from the seminars to engage a completely new web-based audience

- Post-event blogging that provided detailed recaps of the seminar presentations

- Opportunities for users to continue the conversation by submitting comments and questions on Microlinks (the seminar activity managers then worked with seminar presenters to post answers on the site in response)

- Greenroom Interview video clips with seminar presenters to capture key takeaways in an easily-accessible medium

- Post-event emails to everyone who attended and/or registered for the seminars with links to the presentations in the Microlinks Library, the blog post about the event, the discussion board for comments and questions and the event survey

- Advertising of the events beforehand and promotion of the post-event resources after through various social media outlets like Facebook, YouTube, and Twitter

KUDOS

"This newsletter and the listed events are exactly what I have been looking for--a place to connect with microfinance professionals and a way to stay plugged into the industry."

Sonja Kelly, American University, on Connections

"Thanks for your live coverage of the value chain seminar - interesting stuff!"

ACDI/VOCA via Twitter following Breakfast Seminar #56

"Just wanted to let you know we're pleased as punch over here with how our Note from the Field came out. We'll post a link on our website and tweet it, so hopefully y'all will get some more traffic. I can't believe I didn't subscribe to this newsletter before! It's great, really chockfull of info and attractively laid out. Nice job."

Leah Quin, Carana Corp, on March's Note From the Field, featured in Connections

"Romi [Bhatia] and I wanted to thank you all, and your unnamed colleagues, for organizing and delivering this first BB [Brown Bag], in spite of some apprehension, we think it went very well and should be referred to as a success; it set a very positive stage for further bb of diaspora issues."

Yvon Resplandy, USAID, following the first Diaspora Engagement event

The Communications team is also supporting the MD program manager in development of activities to support USAID's Diaspora engagement initiatives and provided marketing and strategy support for the first of six upcoming Diaspora Engagement Brown Bags.

3.5 Adult Learning & Training

KDMD's Adult Learning & Training (ATL) team is working with the MD office to design and develop online learning modules focusing on value chain concepts and tools. 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.

The team is collaborating with subject-matter experts in the MD office as well as AMAP K&P II, implemented by ACDI/VOCA, to develop four self-paced learning modules. The audience for these modules is USAID Mission staff working on value chain projects.

Structured in four modules that focus on practical tools, they cover the following topics:

1. Value Chain Basics

2. How to write an RFP/RFA based on value chain principles—understanding the RFP process and developing a SOW and evaluation criteria

3. How to develop an M&E plan—indicators and causal models

4. How to facilitate a value chain project— creating behavioral change and establishing vertical and horizontal linkages

These learning modules will be created as separate stand-alone learning products with a flexible modular design that will allow staff to tap into

these tools and acquire the knowledge when they need it.

The courses are in the content development phase. Course one is schedule to be launched in July 2011 and the other three courses to be launched in Fall/Winter 2011. A blended learning dissemination strategy for these courses is still under development but there are plans to share the courses as post-workshop materials for the EG and Ag trainings. The courses may also be integrated into the AMAP K&P II capacity building trainings scheduled for Winter 2011.

3.6 Forward Statement

KDMD's work will continue for another two years. Over the next six months the project team will collaborate with and support MD towards in the following areas:

- Consolidate gains made with the continued development of Microlinks by expanding and improving the accessibility and usability of the platform

- Facilitate enhanced outreach and engagement with USAID, its partners, and industry stakeholders through the use of targeted communications, online activities, and blended learning approaches

- Capture lessons learned in the development of KDMD tools, approaches, and processes utilized in support of MD's objectives for scalable and replicable microenterprise development and knowledge management

KDMD continued to administer grants and facilitate two Learning Networks over the past six months. This work yielded several exciting knowledge products and industry events. The Poverty and Conflict Learning Network came to a close with all grants closed out by April 2011. All five grantees worked to complete their final milestones and prepared for the completion of their grants. Below are highlights from the grantees' activities:

- The Poverty and Conflict Learning Network held their final in-person meeting in November 2010 and produced a framework for housing the knowledge products developed by the network. The network also organized a moderated panel presentation of their findings and conclusions at USAID. In January 2011, the network held a 3-day Speakers Corner on strengthening evaluation of poverty and conflict/fragility interventions.

- The New Partners in Value Chain Development (GROOVE) Learning Network held two brown bag technical discussions on value chain development, one of which was opened to participation from an outside audience. Three members of the GROOVE completed peer exchange visits between field staff. The GROOVE drafted a work plan for network learning products and began planning for their next in-person event in Rwanda, for late July 2011.

- TriLinc Global, one of the microRisk Alliance grantees, under a no-cost extension completed their last deliverable—a white paper on portfolio analytics tools.

- A no-cost-extension through June 2011 was granted to Mercy Corps' "Women's Mobility and Conflict" to allow for a in-person event to take place at the United States Institute of Peace, in late May, highlighting Patti Petesch's research on women's mobility in conflict-affected countries.

- KDMD awarded a 1-year grant to Virtue Ventures, Inc. for the "Advancing Social Enterprise in the Developing World" activity.

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

- To cover travel expenses for Breakfast Seminar Series Presenter Prashant Rana from SwissContact, who presented the seminar: "Linking Firms to Competitiveness Strategies" on March 24, 2010.

- To cover travel expenses for Gayle Lemmon to present at the USAID-sponsored event at the United States Institute of Peace (USIP), "Women, Entrepreneurship, and Rebuilding War-torn Communities" on May 23, 2011. Gayle Lemmon presented her widely acclaimed New York Times best-selling book, "The Dressmaker of Khair Khana: Five Sisters, One Remarkable Family, and the Women Who Risked Everything to Keep them Safe."

- To sponsor the conference: "Cracking the Nut: Overcoming Obstacles to Rural and Agricultural Finance" to be hosted by AZMJ and held at the Inter-American Bank (IADB) on June 21-22, 2011.

- To cover travel expenses for After Hours Seminar Series Presenter Mikhail Mamuta, who will be presenting "Microfinance in Russia: New Developments" in November 2011.

4.1 Assessing & Learning

The A&L team supported the Grants Under Contracts by conducting two crucial interviews with the Learning Networks:

1. An exit interview with the Poverty and Conflict Network

2. A mid-term interview with the GROOVE Network

The Poverty and Conflict Network interview's objective was to determine which aspects of the Learning Network methodology worked well for the participants and which aspects of the methodology should be improved upon for future Learning Networks. The GROOVE Network interview's objective was to determine what the network had found challenging in its first 18 months, what the participants expected to achieve, and what resources and support they needed from the KDMD team to make the last 18 months of their contract successful.

The findings from both sets of interviews were shared with the KDMD team leadership and it is expected that the KDMD team will review its current support for the GROOVE Network and make a few changes to optimize its work with the Learning Network.

The A&L team also analyzed and reported on findings from the Poverty and Conflict Final workshop and the GROOVE mid-term workshop.

4.2 Knowledge & 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.

K&L also supported a Speakers Corner in January that was facilitated by the Poverty and Conflict grantees. The grantees shared the results of their learning, and engaged in a dialogue with over 100 academics and practitioners. A synthesis document was prepared by KDMD for this activity and was published on Microlinks and Poverty Frontiers.

4.3 Communications

The Communications team provided publication design on Patti Petesch's Women and Conflict report and continued to provide strategic support for the creation of Learning Network knowledge products. In addition, Communications assisted in defining requirements for the GROOVE Learning Network's group space on Microlinks and a mentor/mentee support group. These spaces were designed during this reporting period and will be developed and launched in the next period.

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.

Going forward the KDMD grants team, in collaboration with the MD office, is also working on four new RFAs that should be released shortly supporting the core activities of the KDMD project.

The Economic Growth Program allows the EG Office (EGAT/EG) 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 and existing EG Officers. The majority of KDMD's work in the EG Program is focused on adult learning and training.

The EG team worked with the EG Office to advance the objectives of both online assets (Tier 1) and in-person events (Tier 3) strategies. The EG Program Manager attended both the EG Trade and Enterprise Development (ED) courses held in Bangkok, Thailand in November 2010. This was the first opportunity to capture these in-depth courses. Audio and video recordings were taken for a majority of the sessions. In addition to the recordings, all presentations and course materials were gathered. This inventory of course recordings and materials from the EG ED course were used to build the online learning assets. The team is also collaborating with the EG Office to support the development of certification courses for each of the in-depth courses. Te team also organized and supported the implementation of the second offering of the EG Overview blended course.

5.1 Assessing & Learning

Customized evaluation surveys were developed for the following courses in consultation with the EG Program:

1. December 2010 EG Overview course

2. November 2010 EG ED Bangkok course

3. October 2010 EG Post-conflict Cairo course

The results of these surveys were analyzed and presented to the EG Program Manager. These results have led to changes/improvements in the design of the online work and in-person courses for future trainings, such as the June 2011 offering of the EG Overview course.
Evaluation surveys will be developed for the following courses in June 2011:

1. EG Overview

2. EG in Post-Conflict Countries

5.2 Web Development

The Web Development team provided content creation and trouble-shooting support for the EG courses as needed.

5.3 Knowledge & Learning

The K&L team supported the implementation of the Welcome Webinar for the EG Overview course. The December 2010 offering of the EG Overview course brought back the live webinar to allow participants to meet the course organizers. There were many valuable questions raised at the end of the webinar which underscored the usefulness of holding a live webinar allowing a direct dialogue.

5.4 Communications

The new EG learning assets are being developed in a different application than the other KDMD screencasts. The Communications team reviewed and approved the themes, color schemes and style formats of the new EG online assets to ensure that they align with other KDMD online products. This review included ensuring the assets follow 508 compliance.

5.5 Adult Learning & Training

5.5.1 EG Overview Course

The implementation of the EG Overview course in December 2010 included some enhanced online features. These new features included notifications and reminders to participants to announce the start of new activities, their respective timelines, and instructions for completion. Additionally, the online activities are now available in download format (MP3s or video stream) which allows participants to view the modules without having to be online. This functionality was put in place in response to direct feedback/requests from the June 2010 EG Overview course.

The December 2010 offering was the second iteration of the EG Overview Blended Learning course and there were a number of suggestions captured during the evaluation process. Enhancements have been made to both the online and workshop components of the EG Overview course for the next offering in June 2011. ALT received feedback from some participants that the online portion of the course was time consuming. Additionally, some participants (especially Economists) commented that some of the material was too basic. The capacity of participants of the EG Overview greatly varies as DLIs that attend the course represent differing backstops including Economists, Private Enterprise Officers, Agriculture Officers, Program Officers, etc. To respond to the varying capacity levels and to address the timing issue, the training team adjusted the instructions and structure of the online work so that there are required and then recommended activities for the participants to complete. The online modules were structured into these categories so that participants can opt out of some of the work if they already have sufficient capacity in those areas. Other participants who may not have a strong background in the subject matter, should complete the required and recommended sessions (*see Figure 7*).

Improvements have also been made to the design process of the workshop component of the course. In an effort to increase the participation and guidance of the EG Office in the design process, Day Leads were organized for each of the four EG Overview Modules: Macroeconomics, Microeconomics, Enablers of Competitiveness, and Enterprise Development. The increase in participation of the EG Office will result in an overall review of the course content as well as the addition of interactive case study and gaming activities.

KUDOS

"Thanks for the training, it was so helpful and informative."

"I thought most presenters did a good job, and thanks to the support staff who clearly worked hard to make things run smoothly."

"Great way to put theories [case study presentations] to work!"

"Really enjoyed hearing the case presentations by all teams."

"It was great to work through an example where reform was almost impossible to reach through consensus – great advice on how to tackle these situations." ["One Stop Shop" (role play)]

I really benefit[ed] from this blended format. Thanks for all the hard work and careful planning that went into this course.

These kudos were all received from the evaluation surveys for the December 2010 course offering.

Figure 7:

Interactive online training modules were restructured to make them more flexible.

MODULE 4: Enterprise Development

Required

✔ Introduction to Enterprise Development (40 minutes)
Watch | Take Quiz | Print | Download Video

Enterprise Development Technical Approaches (39 minutes)
Watch | Take Quiz | Print | Download Video

Value Chain Analysis and Interventions (33 minutes)
Watch | Take Quiz | Print | Download Audio

Recommended

Practical Real-Life Examples of Enterprise Development (61 minutes)
Watch | Take Quiz | Print | Download Audio

ICT, Technology and Enterprise Development (29 minutes)
Watch | Take Quiz | Print | Download Video

Other Recommended Resources

Value Chain Wiki
Launch Wiki in a separate window

Key Elements of the VC Approach
Launch Wiki in a separate window

5.5.2 In-depth Courses Online Learning Asset Development

The ALT team has begun the online learning assets development of the EG in-depth course content. Content was captured from the Trade & Investment and Enterprise Development courses in November 2010 (*see Figure 8*). The ALT team then worked the Enterprise Development team to create a content framework, identify gaps in content, and began planning for the development of online assets for all content areas. This development process includes creating assets from existing audio, video and presentation files. Where there are content gaps, the ALT team is staging presentations to capture the content which can then be developed into online learning assets.

The ALT team has completed the development of the EG ED learning assets and they are currently being reviewed by USAID. ALT has begun coordinating with the EG Trade team to begin analyzing the course content. Additionally, ALT is planning a strategy to align the learning assets

The EG assets include new features and functionality to improve the structure and flow of the session and enhance the overall learning experience. These changes include:

- Video interspersed throughout the module at the section breaks to give the user a break from the slides and to provide an image of the presenter

- Section breaks throughout the module to clarify for the user the content transition points

- An Attachments functionality so that users can download a presenters' handout or reference materials

- Q&A from the captured session at the end of the module

- Knowledge check quizzes to test users comprehension of the key objectives from the module

development with an EG certification project for the in-depth courses. The vision will be for learning assets to serve as the online certification course.

5.6 Forward Statement

The EG Learning Center (EGLC) will be upgraded in the next reporting period to enhance the overall look and functionality of the site and to align the theme and style with the KDID Portal. The migration of the content and development of the new site will commence after the June EG courses.

ALT will continue to liaise with the EG certification project as development of in-depth learning assets continues. The first in-depth content area to move into a certification course will be Trade with the goal of having course launched before the end of 2011.

KDMD is currently conducting a needs assessment with EG to determine the technical and functional requirements needed for the online hosting environment. The next steps will include conducting a content gap analysis to determine what topics are missing from our inventory of course materials and recordings. For example, there is a Trade course scheduled for October 2011. The aim is to use this course to capture any topics that are not yet included in the inventory of course materials.

In addition to the online asset development, KDMD's ALT team is organizing the December EG Overview blended course. There were a number of new processes and activities incorporated into the June 2011 course offering. Many of these changes were considered successes by the course organizers and the ALT team looks forward to continue to build on these improvements.

Figure 8:

Content captured from in-person courses was used to develop online learning assets.

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The past six months have marked continued growth as the former Office of Agriculture program shifted to supporting USAID's new Bureau for Food Security (BFS). This transition followed the migration of the Office of Agriculture—and the USAID activity manager for this Program—into a higher level authority tasked with coordinating existing agricultural programming as well as leading the US government (USG) wide Feed the Future Initiative.

The BFS Program worked with the COTR and Activity Manager to ensure that KDMD's ongoing activities and new work have adapted appropriately to meet changing needs. Activities continued to promote 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 food security investments.

The Program's target audiences continued to include USAID/Washington and Mission based staff, new hires through the DLI program, and implementing partners working on agriculture and food security. Activities have seen increased attendance, reach, and overall visibility due to both the expansion of the Program's scope (from Office of Agriculture to Bureau for Food Security, encompassing some Feed the Future Initiative related activities) as well as the successful outreach and expansion of KDMD's activities in this area as a whole.

During this reporting period, the project expanded and increased knowledge management and learning opportunities through enhanced support to ongoing seminars, the addition of a monthly Feed the Future CSO Stakeholder Meeting series, periodic special events, the launch of key technical resources, ongoing and new training for USAID staff, as well as the roll-out of Agrilinks.org through the KDID Portal that is facilitating new types of agriculture and food security focused online engagement.

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

The BFS team featured and promoted technical resources documents developed earlier in the Program targeted at Mission field staff and implementing partners:

- Published remaining finalized Gender and Agriculture Brief Series to Agrilinks

- Held a special Feed the Future CSO Gender Event in February 2011 to publicly introduce the Gender and Agriculture Brief Series, Tips for Gender Integration in USAID Agriculture Sector Solicitations guide, and Initiative to End Hunger in Africa (IEHA) Gender Assessment Synthesis Report

Finally, the BFS Program gained another full-time staff person through the QED hiring of a Food Security and Agriculture Project Coordinator. Early in the reporting period, a new Senior Food Security and Agriculture Advisor joined KDMD through IRG.

6.1 Assessing & Learning

A&L provided support to the BFS Program 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:

- 5-day Agriculture Core Course (December 13-17, 2010)

- 2-day Agriculture Overview Course (March 2-3, 2011)

The A&L team also provided activity assessment survey collection, analysis, and results presentation support for the following activities:

- Ag Sector Council Meetings = 7 (November 2010-May 2011)

- Feed the Future CSO Stakeholder Meetings = 4 (February- May 2011)[1]

- AgExchange: Integrating Climate Change and NRM into Feed the Future = 1 (May 2011)

The findings for all of these activities, including event participation details, were shared with the Food Security team as part of the newly developed Activity Report format for all BFS activities.

6.2 Web Development

The Web Development team managed ongoing support for the interim Agrilinks space, created under the last reporting period to address immediate needs for sharing and promoting KDMD developed or supported BFS publications, events, and training resources. Concomitantly, the team focused on the development of a full Agrilinks site to allow for expanded knowledge sharing and exchange functionality to more fully support the Bureau's broader knowledge sharing agenda (i.e., Blogs, AgExchanges, etc). This new site was built and launched in the "beta" version March 2011. The content from the interim space was migrated to the new site (*see Figure 9*).

The KDMD Web Development and Communications teams also engaged in preliminary discussions with BFS staff to upgrade and redesign the Feed the Future Initiative website, the USG's primary public means of communication about the initiative. A proposal was submitted and this additional web development activity is anticipated to start in the next reporting period.

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[1]January 2011 KDMD's BFS Program piloted the hosting of the Feed the Future CSO Stakeholder Meeting but did not fully take this activity on, including A&L, until February.

Figure 9:

Agrilinks strengthens agriculture and food security through knowledge sharing and collaboration.

6.3 Knowledge & Learning

The K&L team assisted BFS in the implementation of the two monthly in-person seminars and online webinars as well as supported the first AgExchange, an online facilitated discussion hosted through the new Agrilinks web platform. The K&L team supported the coordination, capture, and product development (screencasts and summary documents) for key Agriculture and Food Security seminars and special events:

- Produced seven in-person and online webinar Agriculture Sector Council Day Break Seminars resulting in seven screencasts posted on Agrilinks (preliminary and beta sites)

- Produced five in-person and online webinar Feed the Future CSO Stakeholder Meetings resulting in several pieces of multimedia for each event (audio and screencasts on preliminary and beta sites)

- Co-hosted Agrilink's first 2-day online AgExchange event resulting in a draft synthesis document

- Instituted rapid turnaround of detailed reporting back to BFS of participation for these events starting in March to further enhance visability and awareness of activities by highlevel BFS and USAID staff

- Reached all time high participation in Agriculture Sector Council event with 250 participants for the launch of the Integration Series with approximately half online and half in person.

- Increased regular participation in webinars by USAID mission staff and overseas partners (regularly 5-7 missions with highs of over 15 missions)

- Increased outreach support for seminars and special events through improved invitation format and functionality through MailChimp

email marketing service

- Improved event registration functionality and syncing participation with contact lists

Building on the monthly Agriculture Sector Council seminars held at Ronald Reagan Building, this period KDMD began also hosting the Feed the Future Civil Society Outreach (CSO) Stakeholder Meetings in person at QED and for the first time making these 2 hour long event available to an online audience through webinar with the support of K&L. The new format combined with the growing engagement contact list through Agriculture Sector Council and previous participation in the Feed the Future CSO meetings, has dramatically increased participation from a range of CSO stakeholders around the country as well as overseas, including researchers, other donors and foundations, implementers, and USG and USAID staff from around the world (especially Africa, Latin America and the Caribbean, and various parts of Europe). Webinars continue to be one of the most popular aspects of these events with regular international participation from Missions and partners.

K&L also supports these, and other occasional special occasion in-person events, with recording and screencast products which provide another venue for remote participation of non-DC and especially international based staff after the real-time events are over. Those that are unable to attend while events are happening can follow the presentations and now with the Agrilinks site can continue the discussion after the fact on the event page. Links added to the invitation this period drove participants to these products on Agrilinks and encouraged people to revisit the presentations or join the follow-up conversation.

KDMD and BFS for the first time utilized the two series and the AgExchange platform in a

coordinated way to address several different aspects of a high priority topic of USAID and also the NGO community—Integration of Climate Change and Natural Resources into Agriculture and Food Security. This five part series allowed for synergies between tools to enhance the discussion and knowledge sharing between and amongst USAID and its partners in DC and around the world. The series will culminate in a workshop set for the next reporting period as well as an AAR to learn from this pilot. The 2-day AgExchange was one of the final activities of this

series in this reporting period. This discussion was hosted by USAID mission staff and BFS partners and included facilitators from three different regions around the world allowing for more continuous facilitation and field influence. Over 70 participants joined this discussion, marking an exciting first online event just weeks after the Agrilinks beta roll-out. A synthesis document is currently being developed and will be released over the Summer 2011.

Agriculture Sector Council Seminars, Feed the Future CSO Stakeholder Meetings, AgExchanges, and special events covered the following topics:

- Warehouse Receipts for Food Security: Benefits and Challenges (Ag Sector Council, November 2010)

- Empowering Marginalized Youth Through Training in Agriculture and Literacy: Lessons from the USAID/Nepal Education for Income Generation Program (Ag Sector Council, December 2010)

- Nutrition Integration into Agriculture and Food Security (Feed the Future CSO, January 2011)

- Driving Innovation: How Enterprise ICT Models are Changing Agricultural Extension (Ag Sector Council, January 2011)

- Gender Integration into Agriculture and Food Security (Feed the Future CSO, February 2011)

- Millions Fed: Proven Successes in Agricultural Development (Ag Sector Council, February 2011)

- Sustainable Food Security- Where Does Food Assistance Fit? (Feed the Future CSO, March 2011)

- Opportunities, Challenges & Lessons Learned from Conservation and Development Programs in the Field (Ag Sector Council, March 2011)

- Integrating Natural Resource Management and Climate Change to Achieve Feed the Future Objectives (Feed the Future CSO, April 2011)

- Sustainable Agricultural Productivity Growth - from an Agricultural Value Chain Perspective (Ag Sector Council, April 2011)

- Integrating Climate Change & Natural Resource Management Into Feed the Future (AgExchange #1, May 2011)

- A Consultation on the Food Security and Agriculture Grand Challenge for Development (Feed the Future CSO, May 2011)

- Index Insurance to Enhance Productivity and Incomes for Small-scale Agricultural and Pastoral Households: The Livestock Insurance Pilot in Northern Kenya (Ag Sector Council, May 2011)

- Poverty Reduction and Food Security Despite High Food Price Volatility (Special Seminar, May 2011)

6.4 Communications

The Communications team provided both design and communications support on a host of activities from the Bureau for Food Security. The majority of this support was focused on development of the Agrilinks website and continued promotion and production surrounding BFS events.

During the last reporting period, Communications helped define architecture, layout, and design for the new Agrilinks website (including wireframes and design slides for the Web Development Portfolio). Following the initial roll-out of the site, the team provided quality assurance review on functionality and content. The Communications team played a large role in editing and tracking content migrated from the temporary webspace on KDID to the new Agrilinks as well as editing new content posted to Agrilinks. One of the new site features was the Agrilinks blog and Communications provided initial support for blog development, including editing "50 years of Agriculture" posts.

The Communications team also supported improved communication between USAID Bureau for Food Security and other USG staff, USAID Missions, and implementing partners. Through the team's efforts in design and editing support for email invitations for Ag Sector Council Seminars, Feed the Future CSO Stakeholder Meetings, and Special Events, the Program provided over 2,000 BFS, USAID, and partner contacts with regular invitations and reminders about all KDMD-related BFS knowledge and learning activities. When event hosting was migrated to Agrilinks, the Communications team also reviewed and improved the event invitation and registration processes to reduce redundancy, increase outreach

possibilities, and engage people further in the future. Additional event support involved editing and proofreading materials for Ag Sector Council Seminars and Feed the Future CSO Stakeholder Meetings.

Other as-needed communications support included providing 508 compliance support when necessary; editing, proofreading, and providing layout/design for the three Agriculture and Gender Briefs finalized during this period; and providing support for presentation to CRSPs on opportunities to engage with KDMD on knowledge sharing.

6.5 Adult Learning & Training

The ALT team worked with the Bureau for Food Security to develop , refine, and implement various trainings including the third 2-day Agriculture Overview Training for USAID new hires (DLIs) and the inaugural 5-day Agriculture Core Course targeted to Mission based USAID staff. As the latter course was first of its kind for USAID in over 10 years, KDMD provided instructional design to build a curriculum framework. This curriculum development process was conducted for the eight months leading up to the course dates and involved a team of six Office of Agriculture/BFS staff and KDMD core designers, supported by 36 technical experts from USAID, USDA, MCC, and State Department presenters.

> The curriculum framework for the Agriculture Core Course consisted of the following themes:
>
> - Setting the Scene, a new vision for Ag
> - Agriculture Markets to Farm
> - Making Ag Growth More Inclusive
>
> Gender was treated as a cross-cutting issue and was intertwined throughout the week, including in a case study.

KDMD's ALT team worked with USAID to identify key subject-matter Day Leads to help shape the presentations and activities for the various sessions associated with their respective theme/topics. ALT also worked with USAID to ensure a balance of practical application and theory in the delivery of the course. In addition to the course sessions, KDMD worked with BFS to organize two evening events: 1) an informal Welcome Reception, and 2) a formal reception held at USAID to commemorate the first course of its kind hosted by the newly launched Bureau for Food Security. Approximately 35 USAID staff mostly from the field (FSNs, Foreign Service Officers, DLIs, and PSCs) participated in the course.

KUDOS

"I just wanted to thank you for the organization and delivery of one of the best training programs I have attended in quite some time."

"This was a very well planned course especially considering that this is the first course in 10 years. Well done to all involved. Thank you!"

"A good variety of learning/delivery styles, a good balance of sitting to moving around/interacting, as well as a well-designed agenda regarding session: breaks ratio, plus a great venue with adequate space & light all worked to make the whole experience a positive one rather than a draining one."

These comments were taken from participant evaluations of the December 2010 5-day Agriculture Core Course.

There were many lessons learned and successes captured from the evaluation surveys as well as an AAR and this combined feedback was incorporated into the revised design process of the June 2011 course. Design for that course began in March 2011. The curriculum and case study went through a significant revision process as well as a streamlined course development process. Some of these successes, such as identifying Day Leads and improving facilitation, were also adopted and incorporated into the June EG Overview course.

The 2-day course was targeted at hired DLIs with relevant backstops including Agriculture, Economic Growth, Natural Resource Management, Project Officers, Nutrition, and others. KDMD provided instructional design support to build on the recommendations received from the September 2010 course offering, including a significant change to the course case study. This revision proved extremely successful and ultimately influenced the design of the Agriculture Core Course case study as well. KDMD managed the implementation and logistics around the course delivery and solicited feedback from participants and for the first time, presenters as well.

Additionally, the ALT team is supporting the development of an online learning module of the Ag half-day training. This online module consist of three separate presentations: Role of Agriculture in Sustainable Broad-Based Economic Growth and Poverty Reduction, Food Security Basics, and Feed the Future Overview. KDMD is providing support in developing learning objectives and knowledge-check questions to accompany each of the three sessions. This online module will serve as a just-in-time, self-paced learning tool for USAID staff who are unable to attend the in-person event and will be rolled out in the coming period.

KUDOS

"I should highlight that we're doing this weeklong agricultural development training course, and it's the first time, I think, in several decades that we've started these training courses on specific issues… I just want folks to know that we think it's very important that we're doing that again and I want to thank the team that pulled that together."

Rajiv Shah, USAID Administrator on the Agriculture Core Course.

6.6 Forward Statement

The next six months of the BFS Program will continue to offer important milestones for knowledge management and learning in the agriculture and food security arena at USAID and USG more broadly. KDMD BFS activities will continue to reach expanded and top priority audiences through a range of technical tools and approaches to promote knowledge sharing. The next six months will focus on improving existing Agrilinks beta functionality and developing the site as a leading technical space for good practice and current approaches in agriculture and food security. There will be increased activity through the Agrilinks blog, AgExchanges, and new strategies to utilize social media and engage further with priority university and practitioner partners.

A BFS Program Seminar Review Workshop is scheduled to assess lessons learned and understand opportunities to continue improving engagement and dialogue happening through the two successful flagship monthly online and in-person seminar series—the Agriculture Sector Council Seminars and the Feed the Future CSO Stakeholder Meetings. At the same time, KDMD will work closely with BFS to redesign and launch the Feed the Future website, providing opportunities for enhanced integration between the two online platforms sponsored by BFS.

Summer 2011 will mark the second roll-out out of the 5-day Agriculture Core Course as well as the first online Learning Module, replacing the half-day Agriculture Sector Orientation Course. Additionally, several technical brief series and new trainings are under discussion to align with and support priorities of the new Bureau including Agriculture Enabling Environment, Policy, Gender and Pro Poor/Agriculture Led Development, and Food Security.

In summary, the BFS Program's technical resources, webinars/seminars, special events, online web spaces, and trainings will play a key part in USAID's newly formed Bureau for Food Security in achieving its goals of supporting the Feed the Future Initiative, promoting technical leadership within USAID and USG, and coordinating and leveraging the work of stakeholder and partners globally.

The Jamaica Basic Education Program supports the USAID/Jamaica Partners for Educational Progress Community of Practice (CoP). The 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. Since forming in June 2010, the CoP has connected a wide spectrum of stakeholders, which includes teachers, government officials, policy-makers, academics, international development partners, members from parent-teacher associations, private sector organizations, and student and alumni associations.

The objectives of the CoP, which were defined through stakeholder consultations as well as by a Core Resource Group comprised of influential community members, include:

- Helping to improve Jamaica's basic education sector

- Providing a platform for public participation in education policy and practice

- Improving practices in basic education from classroom to policy

- Promoting a common vision which will enhance coordination, coherence and integration of efforts in the sector

The CoP celebrated its official launch in December 2010, hosted three online discussions, supported a draft policy document review and dialogue, issued monthly bulletins highlighting local research and practice in basic education, conducted continuous community outreach and engagement, and populated and expanded the CoP web portal.

On December 16, 2010 the Jamaica Partners for Educational Progress CoP was officially launched at an event held at the Knutsford Courst Hotel in Kingston, Jamaica. The event was moderated by Karen Hiliard, USAID/Jamaica Mission Director and featured the special guest presenter Earl Phalen, CEO of Reach Out and Read and Founder of Summer Advantage USA. US Ambassador Pamela Bridgewater and Dr. Rebecca Tortello, Senior Advisor to the Jamaica Minister of Education, provided opening remarks. The event was attended by approximately 80 guests representing a variety of organizations and stakeholders, including the media, academia, teachers and school administrators, international development partners, local NGOs, government representatives and USAID. In addition to the official launch, the CoP Facilitation team and Earl Phalen held a separate meeting with USAID Mission staff and Karen Hiliard, and met with the Minister of Education to discuss how Jamaica could adopt a summer program similar to Summer Advantage USA. A site visit to a local school that was supported through the USAID Basic Education Project was conducted in the morning, and provided an opportunity for Phalen and the CoP Facilitation team to interact with students.

The CoP launch was a very successful event both in terms of increasing CoP membership and visibility, and of supporting the improvement of the Jamaica education system. The event provided a platform to introduce the CoP website and KDID portal, which went live in the days leading up to event, and provided a space for new and existing CoP members to meet one another and to engage in meaningful dialogue. Phalen's presentation and meeting with the

Minister of Education led to the development of a new summer school policy in Jamaica, a draft of which was shared with the CoP for review and comment by the membership.

During this reporting period, the CoP Facilitation team worked closely with the Web Development and K&L teams to populate the website, ensure site functionality met the needs and objectives of the community, troubleshoot membership issues, and to implement online activities. The Web Development team and the K&L team provided training on both website functionality and on the processes and procedures for implementing online events. The Communications team provided continuous support designing CoP materials and publications, creating templates, setting up social media accounts and planning for outreach activities, and conducting training on the KDMD tools. The A&L team supported After Action Reviews of major CoP events and the development of online surveys.

7.1 Assessing & Learning

The A&L team has supported the Jamaica CoP Program by conducting a training for the Facilitation team on the Survey Gizmo tool, so the team could prepare additional survey reports outside of the A&L survey assessments, as well as providing support for the following AARs:

1. June-December CoP Developmental Progress AAR

2. CoP Launch AAR

3. EduExchange AAR

The A&L team led the creation and finalization of the AAR documents currently located on KDMD's Basecamp project management system.

Additionally, the A&L team supported the development of an online survey designed to gain information about how members are interacting with the CoP website, problems that they are encountering, and areas of desired improvement.

7.2 Web Development

The Web Development team met with the CoP Facilitation 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

The Web Development team migrated the content from Jamaica's interim home on kdid.org to populate the new CoP site, jamaica.kdid.org. The site was launched in December 2010 (*see Figure 10*).

7.3 Knowledge & Learning

The K&L team provided support to help refine the Jamaica CoP concept and implementation workplan, plan for and facilitate the stakeholders workshop, design web tools and online activities, and for general strategy on how to manage tasks with a tight budget. The K&L team provided specific support during EduExchange events, including training for the Facilitation team on the discussion forum application, training for EduExchange moderators, and troubleshooting issues as they arose during the discussion events. Additional advisory services were provided during other online activities, such as the

Figure 10:

The Jamaica Community of Practice has used the interactive capabilities of their KDID site to host EduExchange and EduConsultation online discussions.

EduConsultation and the development of online training modules designed to introduce members to the CoP website.

The CoP Facilitation team leveraged the momentum and excitement created by the launch event by implementing a series of online activities and participating in education sector events across the island. Under the guidance of the fifteen member Core Resource Group, the team produced and distributed six EduFocus bulletins, held two EduExchange events and conducted one EduConsultation during this reporting period.

The following EduBulletins were produced:

- "The Success of Jessie Ripoll Primary," November 22, 2010

- "Reading by Six? See how twelve British school made it happen," December 10, 2010

- "Improving Literacy the Lyssons Way: The quality of teachers and leadership matters," March 4, 2011

- "Key Prescriptions for the Journey of Improvement: Lessons from 20 education systems," April 29, 2011

- "Re-Assessing Teacher Preparation: A conversation with Professor Evans," May 18, 2011

The following EduExchange online discussions were held:

- "That Final One Third: Towards Attaining One Hundred Percent Mastery in the Grade Four Literacy Test" took place February 1-3, 2010 and was moderated by Dr. Maureen Byfield, USAID/Jamaica Basic Education Project, Novelette McLean Francis, USAID/Jamaica Basic Education Project, and Jennifer Silvera, USAID/Jamaica Basic Education Project

- "Masculinity and Educational Performance:

Engaging Our Boys in the Classroom" took place April 12-14, 2011 and was moderated by Dr. Christopher Clarke

The following EduConsultation took place:

- "Alternative Secondary Transitional Educational Programme (ASTEP) Policy Review" was held on the site from Wednesday, April 27 , 2011- June 1, 2011

The Facilitation team participated in the following outreach events:

- Staffed a booth at the Special Education Conference, January 25, 2011

- Presented at the USAID/JBEP Training of Principals, February 16, 2011

- Attended Jamaica Associations of Principals of Secondary Schools, February 25, 2011

- Staffed a booth at Shortwood Teachers College Research Day, April 7, 2011

- Consulted on the National Strategic Plan for Education, May 19, 2011

7.4 Communications

The Communications team provided copy-editing, proofreading, 508 compliance, and design support during the production of five EduFocus publications. Communications also worked with the program manager and Jamaica Facilitation team to develop email marketing campaigns. The Jamaica CoP website design was updated, including banner and homepage slideshow modifications. Preliminary graphics were designed for the Jamaica CoP social media sites. The Communications team will continue to support the Jamaica program manager and facilitators to develop and refine engagement materials, enhance web design, and build on the existing promotional strategy.

7.5 Forward Statement

The Jamaica Program is facing a significant budget shortfall, but has the moral support of the USAID Mission and the assurance that partial additional funds will be obligated next fiscal year. Under the current financial reality, the CoP will operate at a reduced level of activity for the duration of the fiscal year while planning for more robust activities for Fall 2011. It is vital to the CoP that the current Facilitation team remains involved in the community as recruiting a new team would be costly, time intensive, and would likely disrupt the forward progress of the community. While this is not ideal, the summer months are slower for the education sector and significant activities for July and August 2011 had not been planned in advance.

In June 2011, the CoP will issue a special anniversary newsletter highlighting the activities and successes of the past year, and announcing the activities planned for the coming year. Also in June, the CoP will hold a 4-day EduExchange on improving parental involvement in children's education. Per a request from USAID/Jamaica, the Facilitation team will carry out a study on two USAID project schools that have successfully implemented gender interventions. The Facilitation team will also continue to conduct outreach activities, respond to community member inquiries, and update and manage the CoP website.

Further advanced planning is somewhat stymied by the lack of secure funding, but the Facilitation team is making tentative plans to hold a face-to-face event next fall and is seeking out potential partners and community members who may be able to share the cost.

The purpose of the DCA Program is to provide support from KDMD Portfolios (A&L, Web Development, ALT, and Communications) to complement the Portfolio Management and Risk Assessments support to USAID's credit guarantee programs.

DCA Program 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 March 31, 2011 reporting cycle, reviewing and approving 145 loan schedule reports

- Coordinated the issuance of Notice of Payments Due (NPDs) for partners to pay their utilization fees

- Processed 13 claim requests for defaulted borrowers under the guarantees

KDMD coordinated with consultant Kate Naughton to review risk assessments and other risk issues from March-May 2011. Naughton provided input on the template used for all risk assessments, the loan portfolio guarantee legal agreement, and on a complex education deal in Indonesia. She also reviewed risk assessments for Peru, South Africa, and a regional deal in Africa.

KDMD completed the design of the 2010 Annual Report for DCA had the publication printed for distribution to DCA's partners. There was further discussion on the Water Finance website but

DCA decided not to go forward with it at this time. There is still some interest in a Knowledge Management website to support the DCA Office that could perhaps be hosted on the KDID Portal. There will need to be more discussion with the DCA team to determine if this is an activity they would like to pursue.

8.1 Web Development

DCA decided not to go forward with the redesign of the Water Finance Site to improve its usability and design. DCA determined that this was not priority at this time. The KDMD team, represented by K&L, Web Development, and Communications Portfolios, discussed with the DCA Program Manager the possibility of a website on the KDID Portal that would support the DCA Office for external audiences. This website could possibly host the online learning assets and have other capabilities such as learning events. The KDMD team is waiting for further engagement from the DCA team.

8.2 Communications

Members of the Communications team completed the 2010 Annual Report at the end of December 2010. In January 2011, KDMD coordinated with Global Printing to get the annual report printed so DCA could distribute to their partners. DCA was very pleased with the design of the report and will likely engage the team for future activities.

8.3 Adult Learning & Training

The Adult Learning & Training team is working with DCA to transfer an existing 1.5-day in-person course to an online format so that USAID

staff can complete the course at anytime from their respective country office. All content from the last offering of the DCA course in April 2011 was captured in audio and video recordings. The course will consist of nine stand alone presentation and quiz modules, two interactive games, and a final exam. All online assets are scheduled to be completed and will be loaded to USAID's LMS in early August 2011.

8.4 Forward Statement

The online learning assets from the DCA training workshop will be ready in mid-July. July and August are also the busiest months for the Risk Assessment team so KDMD will coordinate with a few consultants to perform risk assessments for new deals in Africa, Europe & Eurasia, and Latin America. The DCA team will also further engage KDMD on other future activities including potential knowledge management website and learning events.

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 Washington, DC offices; the State Department; other donors; NGOs; implementing partners; researchers; and other constituencies in the region.

The E&E Democracy and Governance (DG) team expressed interest in holding a commemorative event to celebrate the past 20 years of USAID democracy and governance programming in Europe & Eurasia; KDMD provided guidance in shaping the event and planning commenced.

The ST team also looked to KDMD to meet a critical need of completing ICT research for their internal website. KDMD scoped out the work and identified personnel to complete it. KDMD also held discussions with the E&E Health team on designing a communications strategy to showcase USAID health initiatives in Europe & Eurasia.

9.1 Web Development

The Web Development team made updates to SocialTransitions.org in order to promote various resources and ensure the search function capability in preparation for the email launch of the site. In addition, KDMD worked with the ST team to address tagging and document upload questions. A clearer plan was agreed upon in regards to the role of JBS Associates in content management for the site, as well as KDMD's role in providing and implementing communications, training/events, and website development expertise.

9.2 Knowledge & Learning

The K&L team provided support in confirming E&E ST, Health, and DG needs and addressing website questions. During this time K&L helped with briefing the new Program Manager as part of transition in managing the Program.

9.3 Communications

The Communications team developed an email campaign sent to a targeted list of stakeholders, announcing the launch of the beta SocialTransitions.org. Communications has also identified potential upgrades to the site that would bring it closer in design of newer KDID sites. A proposal is being developed to present to the ST team.

9.4 Forward Statement

The E&E Program has grown to include the Health and Democracy and Governance teams. These two offices are new to KDMD and

KDID. 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. Both the DG and Health teams have put a priority on celebrating USAID DG and Health work in the E&E region, particularly as USAID has plans to phase out missions in the region. KDMD will adapt previous success story development and dissemination work to support this emphasis. Fianlly, the SocialTransitions.org site will be upgraded and brought in line with the look and feel of the other sites on the KDID Portal.

During this period, the KDMD team provided logistical and evaluation support to the Bureau for Policy, Planning, and Learning (PPL) for its Evidence Summit on Promoting Broad-Based Economic Growth, held December 9-10, 2010. KDMD has played an even larger role in the design and planning for a subsequent evidence summit on Agricultural Technology Adoption & Food Security in Africa taking place June 1-2, 2011. For this summit, KDMD has met with USAID and the co-sponsor ATAI to develop an interactive event with various session formats and working groups, as well as event outputs.

Discussions were also held with PPL to plan other activities, including a workshop on the complexity theory, as well as designing an activity to learn from past USAID KM strategy efforts and the tools used.

10.1 Assessing & Learning

A&L supported the December 2010 Evidence Summit under the Bureau for Policy, Planning, and Learning on Promoting Broad-Based Economic Growth through survey design, analysis and presentation of results and AAR support. The final evaluation results and AAR report have been shared with all relevant parties.

10.2 Web Development

Lessons from the Evidence Summit on Promoting Broad-Based Economic Growth were utilized in formulating the Evidence Summit Agricultural Technology Adoption and Food Security in Africa webpace. Discussions were held with the Web Development team to adapt the Speakers Corner template for the summit space. Based on the topic, it was also decided to approach the Bureau for Food Security and to secure space on Agrilinks. The Agricultural Technology Adoption and Food Security in Africa webspace will allow users to comment on event outputs and to easily access other resources.

10.3 Knowledge & Learning

The K&L team supported the Evidence Summit by providing audio technical assistance during the event. K&L produced the audio from the event into screencasts for the Economic Growth Evidence Summit. Similar K&L activities are already planned for the Agricultural Technology summit.

In addition, K&L provided guidance on structuring the Complexity Theory workshop during planning meetings. K&L was also consulted for design advice and to identify appropriate KM experts for a KM retrospective scan activity.

10.4 Communications

The Communications team played a role in the Evidence Summit by providing templates for MailChimp invitations, reminders, and informational emails as well as guidance on developing email groups on MailChimp. Additionally, team member attended nearly every session of the summit, talking notes and providing session summaries to feed into the compilation of a synthesis report.

10.5 Forward Statement

Outputs from the Agriculture Technology Evidence Summit will be posted on Agrilinks. The post summit activity on the site will provide new opportunities by creating an interactive space for comments around these outputs.

As planning moves forward on the KM Scan, the Complexity Workshop, and activity around USAID KM Guidance, KDMD will be in a position to leverage its experience and expertise to help inform the Agency as it moves forward in Knowledge Management.

The purpose of the ODP Program is to provide portfolio management support to USAID's Office of Development Partners, primarily focused on the development and delivery of training courses for Alliance Officers and alliance builders. The Program will work mostly in the areas of Adult Learning & Training and Knowledge & Learning.

The pilot Alliance Officer training course was designed, developed, and implemented by KDMD. It ran from March 28-April 1, 2011. While originally conceived as a course for Alliance Officers (DLIs in the Private Enterprise Backstop-BS 21), the audience that expressed interest and attended from USAID was actually more diverse, representing various bureaus, offices, technical backgrounds, and countries of assignment.

During the period, KDMD work on this Program began with a series of brainstorming and planning sessions, coupled with intensive meetings with ODP. A workplan was developed including descriptive text and a time series layout of activities constructed that extends out through September 2011.

Due to time constraints to provide the first course by the end of March 2011, there were challenges. The analysis phase was largely not done prior to launching into the design and development of the course. Additionally, the design and development stages were compressed into one simultaneous process, iteratively progressing and regressing as required, based on communications with the client.

With the compressed timeframe and challenges inherent in the process, the preparation for the event was rushed, yet successful. Twenty one participants were present, arriving from missions around the world, as well as Washington, DC based USAID personnel.

Feedback generated from participants each of the five days during the course was positive. Overall, 92% of participants indicated satisfaction with the course. In terms of representation of the private sector as panelists and facilitators for certain sessions, the feedback around their contributions was also positive highlighting the importance of their perspectives to the learning experience of participants.

11.1 Assessing & Learning

The A&L team supported ODP by performing survey design, analysis, and presentation of results, as well as AAR support. The final evaluation results and AAR report have been shared with all relevant parties.

11.2 Knowledge & Learning

The K&L team assisted with early discussions for the online reference manual to support ODP training as well as recording and multimedia materials for the ODP course. K&L also facilitated the AAR for the ODP training course in conjunction with A&L and contributed to the review notes.

11.3 Adult Learning & Training

The ALT team provided instructional design and logistical support to develop and deliver the first offering of the Alliance Officer training in March 2011. Two months before the course, instructional designers began working with ODP to identify

the learning objectives and develop a curriculum framework for this new course. The following course objectives were identified:

- Develop an understanding of the potential role of the private sector in international development through partnerships

- Build an understanding of the key steps in alliance building and how they apply in USAID's programming cycle

- Apply core alliance building skills and tools throughout USAID's programming cycle

Despite the limited time frame, the course organizers and ALT team developed presentations, case studies, and some practical application exercises to meet the learning objectives. Over twenty participants from varying backstops attended the 5-day course. Presenters included both USAID staff experienced in alliance building as well as representatives from the private sector. There was an overall high satisfaction rate from the participants for this pilot.

This Program includes support for the implementation of three additional trainings, some of which may be offered at a Mission office. The date for the next course offering is not yet determined and may take place as early as Fall 2011.

11.4 Forward Statement

Planning is underway towards a second delivery of the Alliance Officer course, expected to be conducted overseas at a yet to be defined location during Fall 2011. Deliberations around the work in K&L, or the 'virtual reference manual' as it was originally named, are ongoing, primarily due to uncertainty in the operating environment. This uncertainty comes from changes at ODP. The ODP team saw the departure of Karen Turner, Director of ODP. Gail Spence, primary point of contact for KDMD and key USAID contributor to overall development of the course, is also expected to relocate overseas in the near future. Viviene Wildes, working with ODP through the end of August 2011 on a fellowship, has been serving as the primary point of contact since late April.

Looking forward, it is anticipated that a revised workplan will be developed by KDMD for the Program. Additionally, discussions will continue with current and future USAID contacts responsible for stewardship of the Program around the best approaches for knowledge sharing via a workgroup, development of a new virtual platform, or utilization of existing/planned platforms.

KUDOS

"Working with the contractor was very helpful – keeping everything on track and putting something together that was professional. The office would not have been able to carry out the training effectively without the contractors."

ODP team member during course AAR

"Thanks for very well done training, the best I've been to thus far."

Comment from Alliance Officer training participant evaluation

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 Program managers in their respective bureaus. KDMD management reviews and approves all project time and expense reports.

Currently, the KDMD project is headed by a Chief of Party who has overall responsibility for the project. He directly manages the Deputy Chief of Party and the Portfolio Managers. The COP is directly responsible for the relationship with the COTR. The DCOP manages the Program Managers and the Project Operations team.

The Portfolio Managers are responsible for the work in the technical areas of Assessing & Learning, Web Development & Management, Knowledge & Learning, Communications, and Adult Learning & Training. The Portfolio Managers manage the activity leads within their portfolios. Program Managers manage the relationship with the USAID Activity Managers, managing the budget, and providing quality control for deliverables.

As a large and complex project, KDMD has personnel changes throughout the life of the project. The effects of these changes have been minimized with the use of online activity management tool (Basecamp); Wiki that serves as a living repository for project knowledge; the KDMD Orientation Materials; frequent and consistent use of AARs; and hand-off procedures.

12.1 KDMD Personnel

As noted above, such a large and complex project has turn over and finds new areas where it needs to expand its capacity. Over this reporting period, the following personnel changes have taken place:

- QED promoted Michael May from Project Assistant to Project Operations Coordinator
- IRG hired Veronica Letellier as the Senior Food Security/Ag Advisor
- QED hired Laura Lin as Graphic Designer supporting the Communications Portfolio
- QED hired Maciej Chmielewski as a Communications Assistant
- GLS received approval for eight part-time instructional and graphic designers

12.2 KDMD Sub-Contractors

IRG (International Resources Group) and TRG (Training Resources Group) continue to provide support to KDMD. During this reporting period, the KDMD project brought on GLS (Global Learning Systems) as a subcontractor approved by the Contracting Officer. GLS is an adult learning specialist firm.

Web development work continues to be supported by Zaloni, the lead website development firm for the KDID Portal sites and Microlinks redesign.

12.3 KDMD Financials

KDMD reached its obligation ceiling last year and USAID increased that ceiling by $10 million. During this reporting period, the project received additional obligations close to $300,000. By September 30, 2011, KDMD expects to again

reach its funding ceiling of $28,658,852. At the current burn-rate, KDMD can be expected to continue to run through the life of the project.

APPENDIX: MICROLINKS ENGAGEMENT STRATEGY

STRATEGY COMPONENTS	PURPOSE
Outreach Messages	Outlines Microlinks' main audience segments and the primary messages and site functionality to promote to them
Outreach Activities	Provides a menu of outreach activities, implementation dates, target audiences, messaging, resources needs and staffing assignments
Technical Materials	Lists site supporting resources like technical guides, site tours, and help text
Activity Tracker	Provides a framework for recording the details of specific outreach activities, including materials needed, indicators of success, and brief after-action reports
Promo Package	Offers first pass at the various marketing pieces that might be included in a customizable promotional package
Email Campaign	Spotlights email campaign themes and how to build on them in phases
Event Roadshow	Provides a calendar view of potential events where Microlinks could be featured along with event organizers' contact information, dates and locations, and social media requirements
Technical FAQs	Recommends frequently asked questions for the site's help section
Message Delivery	Describes engagement channels and delivery mechanisms