

# Semi-Annual Report

May 2011 – November 2011



■ The difference, proven

# TABLE OF CONTENTS

<b>Acronyms</b>	2	
<b>1. Introduction</b>	4	
<b>2. Portfolio Overviews</b>		
2.1 Assessing & Learning	5	
2.2 Web Development	5	
2.3 Knowledge & Learning	6	
2.4 Communications	6	
2.5 Adult Learning & Training	7	
<b>3. Microenterprise Development Program</b>		
3.1 Web Development	8	
3.2 Knowledge & Learning	10	
3.3 Communications	17	
3.4 Adult Learning & Training	22	
3.5 Forward Statement	22	
<b>4. Grants Under Contract Program</b>		
4.1 Knowledge & Learning	24	
4.2 Communications	26	
4.3 Forward statement	26	
<b>5. Economic Growth Program</b>		
5.1 Web Development	28	
5.2 Knowledge & Learning	29	
5.3 Communications	29	
5.4 Adult Learning & Training	29	
5.5 Forward Statement	30	
<b>6. Food Security/Agriculture Program</b>		
6.1 Web Development	32	
6.2 Knowledge & Learning	35	
6.3 Communications	37	
6.4 Adult Learning & Training	40	
6.5 Forward Statement	42	
<b>7. Jamaica Basic Education Program</b>		
7.1 Knowledge & Learning	43	
7.2 Communications	43	
7.3 Forward Statement	44	
<b>8. Development Credit Authority Program</b>		
8.1 Adult Learning & Training	45	
8.2 Forward Statement	45	
<b>9. Europe &amp; Eurasia Program</b>		
9.1 Knowledge & Learning	46	
9.2 Communications	47	
9.3 Forward Statement	47	
<b>10. Office of Development Partners Program</b>		
10.1 Forward Statement	48	
<b>11. Policy, Planning, and Learning Program</b>		
11.1 Web Development	49	
11.2 Knowledge & Learning	50	
11.3 Communications	51	
11.4 Forward Statement	52	
<b>12. KMDM Management and Personnel</b>		
12.1 KMDM Personnel	53	
12.2 KMDM Sub-Contractors	53	

## ACRONYMS

<b>A&amp;L</b> Assessing & Learning	<b>EGAT</b> Bureau of Economic Growth Agriculture and Trade
<b>AAR</b> After-Action Review	<b>EGLC</b> Economic Growth Learning Center
<b>ACDI/VOMCA</b> Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance	<b>EIG</b> Evaluation Interest Group
<b>ALT</b> Adult Learning & Training	<b>EPS</b> Emerging Payment Systems
<b>AMAP</b> Accelerated Microenterprise Advancement Project	<b>ESAF</b> Expanded and Sustained Access to Financial Services Program
<b>AMAP K&amp;P II</b> Accelerated Microenterprise Advancement Project Knowledge and Practice II	<b>FIELD-SUPPORT LWA</b> Financial Integration, Economic Leveraging, Broad-Based Dissemination and Support Leader with Associates
<b>APLU</b> Association of Public and Land-Grant Universities	<b>FS</b> Financial Services
<b>ATAI</b> Agricultural Technology Adoption Initiative	<b>FTF</b> Feed the Future
<b>BFS</b> Bureau for Food Security (Formerly the Office of Agriculture)	<b>FY</b> Fiscal Year
<b>BRAC</b> Bangladesh Rural Advancement Committee	<b>GLS</b> Global Learning Systems
<b>CAADP</b> Comprehensive Africa Agriculture Development Programme	<b>GROOVE</b> Growing Organization Value Chain Excellence Learning Network
<b>CARE</b> Cooperative for Assistance and Relief Everywhere	<b>GUC</b> Grant Under Contract
<b>CGAP</b> Consultative Group to Assist the Poor	<b>GWU</b> George Washington University
<b>CLIR</b> Commercial Law and Institutional Reform	<b>HIFIVE</b> Haiti Integrated Finance for Value Chains and Enterprises
<b>CoP</b> Community of Practice	<b>IADB</b> Inter-American Development Bank
<b>COP</b> Chief of Party	<b>IDEA</b> USAID Office of Innovation and Development Alliances
<b>COR</b> Contracting Officer's Representative	<b>IFPRI</b> International Food Policy Research Institute
<b>CRSP</b> Collaborative Research Support Program	<b>IRG</b> International Resources Group
<b>CSO</b> Civil Society Outreach	<b>ILO</b> International Labor OrganizKM Knowledge Management
<b>CUSO-VSO</b> Canadian University Service Overseas Voluntary Service Overseas	<b>IPR</b> Implementation and Procurement Reform
<b>DAI</b> Development Alternatives Inc.	<b>LBLI</b> Lebanon Business Linkages Initiative
<b>DCA</b> Development Credit Authority	<b>LER</b> Learning, Evaluation and Research
<b>DG</b> Democracy and Governance	<b>LLC CRSP</b> Livestock-Climate Change Collabation
<b>DLI</b> Development Leadership Initiative	<b>K&amp;L</b> Knowledge & Learning
<b>ECYMP</b> Eastern Caribbean Youth Microenterprise Program	<b>KDID</b> Knowledge-Driven International Development
<b>ED</b> Enterprise Development	<b>KDMD</b> Knowledge-Driven Microenterprise Development
<b>E&amp;E</b> Europe & Eurasia	<b>KM</b> Knowledge Management
<b>EG</b> Economic Growth	<b>LER</b> Learning, Evaluation and Research
	<b>LLC CRSP</b> Livestock-Climate Change Collaborative Research Support Program
	<b>LMS</b> Learning Management System
	<b>M&amp;E</b> Monitoring and Evaluation
	<b>MaFI</b> Market Facilitation Initiative
	<b>MCC</b> Millennium Challenge Corporation
	<b>MD</b> USAID Microenterprise Development office

**MED** Microenterprise Development

**MFC** Microfinance Centre

**MFIC** Microfinance International Corporation

**MFS** Mobile Financial Services

**MOU** Memorandum of Understanding

**MPI** Migration Policy Institute

**NGO** Non-Governmental Organization

**ODP** Office of Development Partners

**PPL** Bureau of Policy, Planning, and Learning

**PRODEL** *Programa del Desarrollo de Empresas Locales*, or

Ecuador Local Business Development Program

**Q&A** Question and Answer

**QA** Quality Assurance

**SCORM** Sharable Content Object Reference Model

**SEEP** Small Enterprise Education and Promotion

**SID** Society for International Development

**ST** Social Transitions

**TRG** Training Resources Group

**TSF** Training Support Fund

**USAID** United States Agency for International Development

**USDA** United States Department of Agriculture

**USG** United States Government

**USIP** United States Institute of Peace

**VEGA** Volunteers for Economic Growth Alliance

## I. INTRODUCTION

The QED Group is implementing the 5-year United States Agency for International Development (USAID) Knowledge-Driven Microenterprise Development (KDMD) project. The KDMD project designs and implements state-of-the-art knowledge management 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 methods and approaches.

KDMD maximizes the impact of the USAID Microenterprise Development (MD) office's knowledge and learning investments. The KDMD team implements strategies and processes to coordinate learning and knowledge sharing across the full range of MD 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)
- The Jamaica Mission
- Development Credit Authority (EGAT/PR/DCA)
- Europe & Eurasia Democracy and Governance Social Transitions team (E&E/DG/ST)
- Office of Development Partners (ODP)
- Bureau for Policy, Planning, and Learning (PPL)

The QED Group, LLC is pleased to present this Semi-Annual Report for the period from May 15-November 14, 2011. KDMD is implemented by The QED Group and its sub-contractors—International Resources Group (IRG), 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 6-month period. The report begins with a brief overview of the portfolios that provide services across the programs. This is followed by sections on each of the programs that include work with MD, the grants under contract, and the offices that have bought into KDMD.

## 2. PORTFOLIO OVERVIEWS

KDMD is structured around five main areas of work called portfolios. Portfolios are each headed by a portfolio manager and staffed by teams. The portfolios coordinate and work together allowing KDMD to build efficient and effective cross-functional teams to carry out project work. Below are overviews of each portfolio. The sections that follow provide more detail for the quarter's activities and outcomes for each program.

### 2.1 Assessing & Learning

The Assessing & Learning Portfolio (A&L) provides support to both internal and external KDMD products and services, ensuring continuous improvement for the project and allowing the project to learn as it implements, adapt to be more effective and efficient, and measure progress against the workplan. 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 and analysis support throughout the project. This included the completion of baseline data collection and analysis for the Growing Organization Value Chain Excellence (GROOVE) Learning Network, the completion of an Annual Learning and Impact Report for the project, and the completion of a follow-up survey for USAID personnel who participated in the KDMD supported Economic Growth Overview training in 2009 and 2010.

### 2.2 Web Development

The Web Development & Management Portfolio is the technical leader in the development, launch, and

management of the [Knowledge-Driven International Development](#) (KDID) portal and its family of websites, including [Microlinks](#), [Agrilinks](#), [Social Transitions](#), and the [Jamaica Community of Practice](#) (CoP). The Web Development team also provides ongoing development and support for sites external to the portal such as the [Economic Growth Learning Center](#) (EGLC), [African Diaspora Marketplace](#), and the [Feed the Future](#) website. 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 as well as vendors to create all aspects of site design, build, and launch.<sup>1</sup> To accomplish this, the team:

- Works with clients and key stakeholders to translate needs into specific site requirements
- Utilizes requirements to create functional wireframes to determine layout, functionality, and development strategy
- Creates design slides based on the wireframes to illustrate the visual look and feel of the site and create updates as needed
- Builds and develops the sites based on the requirements, wireframes, and design slides
- Coordinates in-house builders/developers and external developers to ensure collaborative work processes
- Trains program managers and key site stakeholders on general and unique site functionality
- Conducts quality assurance tests for functionality and usability
- Tracks and provides analytics for sites
- Works with the server host vendor to create the databases and file systems for each site as part of a multi-site architecture

<sup>1</sup>The Communications team provides substantial support on design activities, especially the creation of design slides, as well as quality assurance processes.

After a site is launched, the Web Development team works closely with designated site managers to ensure each site is kept up-to-date and dynamic. The Web Development team continues to introduce new features and tools to the portal and its family of websites without compromising the integrity of the portal.

One of the aforementioned sites—Feed the Future—launched successfully during this reporting period. KDID, Microlinks, Agrilinks, Jamaica CoP, Social Transitions, and the EGLC sites received frequent updates and enhancements.

### 2.3 Knowledge & Learning

The Knowledge & Learning (K&L) Portfolio works with traditional and digital learning mechanisms to develop and implement innovative, creative, and effective ways to capture, share, and extend knowledge to leverage good practices and improve performance for USAID and its partners. The K&L Portfolio, in collaboration with the rest of the KDMD team, designs and manages a dynamic portfolio of knowledge and learning activities, services, and tools across the KDMD project to pilot new approaches, consolidate best practices, and ensure the delivery of high-quality services to USAID. In addition to designing and implementing external learning activities, the K&L Portfolio also documents promising practices in knowledge capture and management to share with the KDMD team, USAID, and external partners

K&L Portfolio activities include:

- In-person and online seminars
- Online conferences and e-Consultations
- Online webinars
- Development of screencasts, wikis, and other learning tools

- Facilitation of learning networks and working groups
- Design and capture of knowledge and learning activities for courses, workshops, and special events

### 2.4 Communications

The Communications Portfolio provides support across KDMD's programs by developing and implementing communications strategies, creating and providing quality assurance on materials for distribution, leading online content management efforts, and supporting event management. 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 on all information architecture, design, and branding efforts for new and existing websites. In this period, the Communications team was also responsible for outreach and engagement efforts related to two of the project's flagship websites.

The Communications team is divided largely by program and activity, each of which has a designated point of contact within the team to assist with project management and to advise on issues of knowledge dissemination. In addition to providing communications strategy and development, the Communications team provides quality assurance including content copy-editing, proofing, and 508 compliance for all project activities. The project's graphic designer is also a member of the Communications Portfolio, providing sophisticated web-based and print design and oversight.

## 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. This allows the training participant to continue learning beyond the in-person course, bringing the learning experience to the field where it will be applied.

The ALT 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 ALT team is currently working with the EG, DCA, MD, Food Security/Agriculture, and ODP Programs.

### 3. MICROENTERPRISE DEVELOPMENT PROGRAM

QED's knowledge management and training work began with the Microenterprise Development office under the Accelerated Microenterprise Advancement Project (AMAP). The KMDM contract is managed by the MD office and the original KMDM 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
- Serve as a model for KM within USAID

The work of the MD Program is conducted across all project portfolios. KMDM works with the MD office in its priority areas as they relate to knowledge sharing and learning. In addition, KMDM works across the MD portfolio of partners including FIELD-Support LWA, AMAP K&P II, Implementation Grant Programs, and other partners and industry stakeholders including SEEP.

As outlined in the portfolio sections below, the KMDM team has continued to support the Microenterprise Development office through dedicated efforts in its portfolios. This period had a great deal of cross-portfolio outreach effort that has contributed significantly to the project's work, including collaboration with the Microfinance Centre, Sanabel, Making Cents International, SEEP, and Cracking the Nut.

#### 3.1 Web Development

The Web Development team continued to refine the Microlinks site throughout this reporting period. During this period, the team worked to fine-tune the beta implementation while simultaneously enhancing functionality and the user experience. Through KMDM's outreach work, the team was able to conduct user focus groups with key audience segments at the Sanabel and MFC conferences to better understand the desired user experience.

Figure 1:

An example of the image rotator on Microlinks' homepage used to promote new site content and exciting updates and announcements.



The screenshot shows the Microlinks platform. At the top, there's a header with the title "Mobile Solutions Outreach". Below it, a section titled "Group Activity" lists several items:

- RESOURCE**: Focus Group Kick-Off Webinar Recording and Notes by Brandon Szabo | December 1, 2011 8:11 AM
- COMMENT**: Current focus group threads for comment by Brandon Szabo in discussion: Day 2: Opportunities for Mission and DC Office Collaboration | October 13, 2011 1:14 AM
- DISCUSSION**: Day 2: Opportunities for Mission and DC Office Collaboration by Brandon Szabo | October 12, 2011 12:35 PM
- UPDATE**: View the "Discussions" or "Resources" links to the right to view all available resources and current discussion threads by Brandon Szabo | October 11, 2011 3:41 PM
- DISCUSSION**: Day 1: Learning and Collaborating in the Mobile Space by Brandon Szabo | October 11, 2011 3:10 PM
- UPDATE**: Welcome to the focus e-consultation on Knowledge Management for Mobile Solutions!

To the right, there's a "Working Group" interface with a search bar, a "Log In to Join This Group" button, and navigation links for HOME, DISCUSSIONS, and RESOURCES. It also includes sections for ACTIVE MEMBERS (listing Brandon Szabo) and NEED HELP (with a link to the Help Center).

**Figure 2:**  
A screenshot of the new Working Group functionality on Microlinks. Groups can be open or moderated.

The Web Development Portfolio's work with the MD office focused on [Microlinks 2.0](#). The beta version of Microlinks 2.0 is on the Drupal platform. The “original” version of [microLINKS](#) and [PovertyFrontiers](#) are on the older Simplify platform. Moving Microlinks to the open-source Drupal platform has given the MD office a more robust, adaptable content management system and a more robust system for sharing and collaborating.

In collaboration with its developer, the Web Development team undertook major efforts to add new Group functionality (complete with new content types, themes, SCORM compliance) for Working Groups and Training Groups.

The beta period of Microlinks witnessed several thematic and functionality updates through which KMDM:

- Created an enhanced image rotator on the homepage allowing users to access highlighted content directly from the homepage and get a sense of the major content areas on the site (*see Figure 1*)
- Developed Library resource nodes allowing multiple, clickable resources to appear on pages

- Learning Marketplace (SCORM compliance)
- Added SCORM compliance capability to the Learning Marketplace allowing users to track their progress in a course and bookmark where they left off, and allowing USAID to track course analytics
- Developed Working Groups that brought a key feature of the new Microlinks into implementation (*see Figure 2*)
- Developed Training Groups that will serve as a hub for learning
- Developed nodes allowing users to log in to post comments

## KUDOS

“It is great work that you do through Microlinks, providing such useful information and best practice. I can assure you that we put it to good use, and many are left the better for it. Thanks again.”

- Industry consultant

With the migration of primary content from microLINKS 1.0 to Microlinks 2.0 complete, attention turned to moving Microlinks out of its beta phase. This included conducting multiple focus groups with Microlinks users at the MFC Conference in Prague, Czech Republic in May 2011 and at the Sanabel Conference in Amman, Jordan in June 2011. The A&L team conducted a review of the feedback collected from the focus groups to help inform the Web Development team's pipeline for future Microlinks upgrades.

### **Microlinks Analytics (June 1, 2011 - November 30, 2011)**

Based on data from Google Analytics, during this period there were 28,127 unique visitors to Microlinks for a total of 50,070 site visits. These users visited from 182 countries with the 10 most common (in order of frequency) being the United States, India, United Kingdom, Canada, Philippines, Kenya, Pakistan, Germany, Netherlands, and

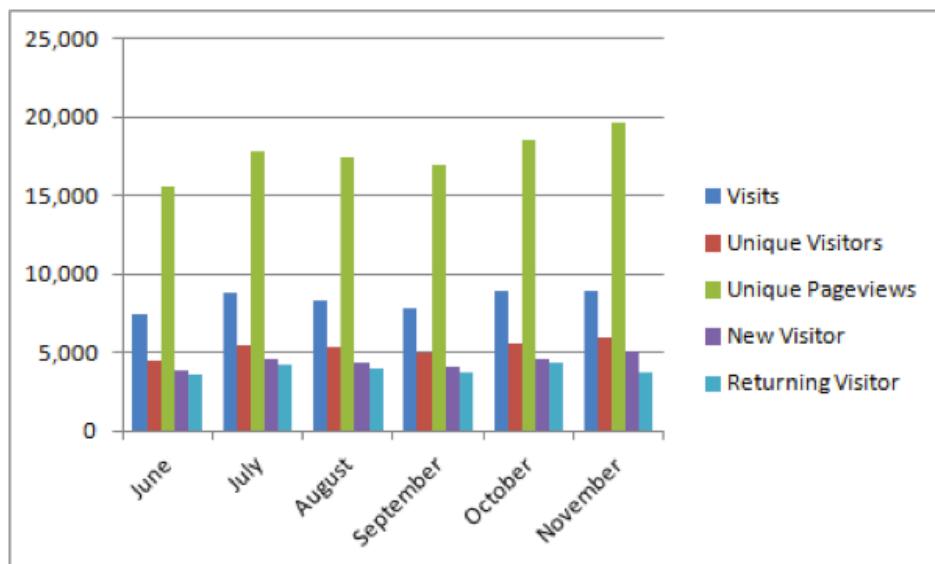
Italy. Although the period saw month- to-month fluctuations in user trends, over the 6 month, unique visitors increased by 33 percent and monthly site visits rose 20 percent. Within any given month, site activity usually spiked on the day that the Connections newsletter was published. See *Figure 3* for additional analytics. The increase in site visits may be explained by the optimization of Microlinks 2.0 through Google search, the redirecting of content from Microlinks 1.0 to 2.0, and the increase in Microlinks account holders and subscribers to Connections through KMD outreach efforts.

## **3.2 Knowledge & Learning**

### **Seminars**

The K&L Portfolio continued to support the MD office through the implementation of the ongoing Breakfast and After Hours Seminar Series. In addition, the K&L team worked with the rest of the KMD team to implement two new seminar

**Figure 3:**  
Microlinks June-November 2011 monthly analytics for key indicators



'mini' series during this reporting period that were not originally in KDMD's workplans. The team produced four Mobile Financial Services Seminars and five Diaspora Engagement Seminars. All four series provide an in-person and online forum for knowledge exchange, including expert panel presentations and Q&A. Online attendees can participate by listening to presentations in real time as well as by interacting with presenters and moderators through facilitated Q&A. To encourage continued knowledge sharing and discussion, learning products such as screencasts and synthesis documents are regularly produced after seminars.

#### **After Hours Seminar Series**

Since September 2005, the After Hours Seminar Series has been addressing topics in financial services and financial inclusion by providing an engaging platform to share timely research and new developments. The K&L team, with the Communications and Operations teams, provided facilitation, planning support, recording, and screencast production to help maximize knowledge sharing benefits. In addition, the K&L team continued to encourage the participation of guest bloggers as an effective way to cross-promote KDMD activities and encourage collaboration with active seminar participants. During this reporting period, the K&L team provided support for six After Hours Seminars that reached 452 participants (both in-person and via webinar) and generated important participant feedback through the completion of 95 surveys. In addition, an AAR was conducted following the "Overview of Microfinance Markets and Investment Opportunities in Russia and China" seminar to discuss outcomes related to a change in event timing from the afternoon to the morning. As the name implies, the After Hours seminars were held in the late afternoon as people were finishing their work day. However, the team anticipated increasing international and USAID Mission participation via webinar if the seminars shifted to an earlier time. KDMD will continue to experiment with the timing and learn from these After Hours seminars in the morning.

After Hours Seminars held during this reporting period included:

- "The State of Microfinance and Financial Inclusion: Thoughts from Industry Leaders" presented by Shari Berenbach (USAID MD), Sam Daley-Harris (Microcredit Summit Campaign) and Tilman Ehrbeck (CGAP) on June 2. Guest blog by Rosita Najmi from the Center for Financial Inclusion.

**54** in-person **64** webinar

- "Microfinance Investment Transparency and Evaluation" presented by Sebastian von Stauffenberg (MicroRate) and Chuck Waterfield (MFTransparency) on July 20. Guest blog by Leah Cage from Oikocredit.

**42** in-person **57** webinar

- "Government Payments and Savings: A Last Mile Approach" presented by Fermin Vivanco (IADB), Maria Luisa Hayem (IADB), Natasha Bajuk (IADB), and Florencia Spangaro (Citi Foundation) on August 25. Guest blog by Maria Luisa Hayem from IADB.

**16** in-person **28** webinar



Figure 4:

Lara Storm (Making Cents), Ashleigh Mullinax (SEEP), and Santhosh Ramdoss (BRAC) present at September's After Hours Seminar, "Financial Inclusion for Youth: Reaching the Next Generation."

- “Financial Inclusion for Youth: Reaching the Next Generation” presented by Lara Storm (Making Cents), Santhosh Ramdoss (BRAC), and Ashleigh Mullinax (SEEP) on September 1. Guest blog with a short video interview by Pahal Pathak from New America Foundation (*see Figure 4*).

 **37** in-person   **42** webinar

- “Linking Remittances Beyond Consumption with Housing Microfinance” presented by Diego Rios (MFIC) on October 13. Guest blog by Diego Rios from MFIC.

 **9** in-person   **33** webinar

- “Overview of Microfinance Markets and Investment Opportunities in Russia and China” presented by Mikhail Mamuta (Russian Microfinance Center) and Ning Tang (CreditEase) on November 3. Guest blog by Dasha Kuts from KDMD.

 **11** in-person   **59** webinar

The “Government Payments and Savings: A Last Mile Approach” seminar provided a unique opportunity for the KDMD project to be one of the first platforms to discuss an emerging cash transfer program that was recently launched by the Inter-American Development Bank (IADB). Outcomes from the seminar included increased collaboration between IADB and USAID (through the Global Microscope Report), translation of select seminar resources into Spanish, and cross-promotion of seminar topics in a later Speakers Corner on mobile financial services.

In an effort to increase collaboration with other industry leaders, the “Financial Inclusion for Youth: Reaching the Next Generation” seminar was scheduled in conjunction with Making Cents International’s Global Youth Economic Opportunities Conference also held in September. This collaboration resulted in increased KDMD participation in the conference as well as increased dissemination.

To take advantage of the energy and enthusiasm around the Making Cents International Global Youth Economic Opportunities Conference and to increase collaboration with industry leaders, the “Financial Inclusion for Youth: Reaching the Next Generation” seminar was scheduled in conjunction with the Making Cents Conference also held in September. This collaboration continued with KDMD participation in the conference, resulting in increased dissemination of seminar materials and an increase in traffic to the After Hours pages on Microlinks.

To maximize benefits from other industry events occurring around the same time, the “Overview of Microfinance Markets and Investment Opportunities in Russia and China” seminar was scheduled around the SEEP Annual Conference, which allowed KDMD to include presenters who were already traveling to the United States from Russia and China. While in-person attendance was relatively low, this seminar enjoyed increased online participation, including a “virtual classroom” of 20 international students from China. KDMD invited one of the group’s members, who currently studies in DC, to facilitate the webinar Q&A. Another facilitator was a native Russian speaker who facilitated Q&A with the online participants. Future seminars may learn from this and utilize a similar format that may include having hubs or clusters of participants meeting regionally, perhaps with a local in-person facilitator.

#### **Breakfast Seminar Series**

Since July 2005, the Breakfast Seminar Series has brought together practitioners working in enterprise development and value chains to share their broad experience. During this reporting period, the K&L team provided support for six Breakfast Seminars that reached 607 participants (both in-person and via webinar) and generated important participant feedback through the completion of 130 surveys. Breakfast Seminars held during this reporting period included:

- “Using ICT to Increase Impact of Agriculture Sector Development” presented by Judith Payne (USAID) on May 19.

 **74** in-person   **65** webinar

- “Rising to the Sustainability Challenge in the Facilitation of Value Chain Development” presented by Mike Field (ACDI/VOCA) on June 15.

**74** in-person **65** webinar

- “Behavior Change Perspectives on Gender and Value Chain Development” presented by Jennefer Sebstad and Cristina Manfre (ACDI/VOCA) on July 28.

**55** in-person **77** webinar

## KUDOS

“I viewed the webcasts and they are brilliant and very useful for our student researchers who are starting out in microfinance projects.”

- PhD student from Oxford University regarding the webinars on After Hours and MFS Seminars

“As far as I know this is the most comprehensive discussion on this topic.”

- Staff member from IADB regarding “Balancing Regulatory Risks with Financial Inclusion Opportunities” webinar

- “Tourism as a Sustainable Development Strategy: A Systemic Supply Chain Approach” presented by Kirstin Lamoureux (VEGA/SAVE Travel Alliance) and Amanda MacArthur (VEGA/CDC Development Solutions) on September 30.

**38** in-person **45** webinar

- “Formalization of the Warm Milk Channel in Kenya: A Study in Effective Facilitation” presented by William Grant (DAI) on October 20.

**20** in-person **20** webinar

- “Understanding the Intangibles: Trust, Risk, Leadership, and Transparency in Value Chain Partnerships” presented by Muhammad Nurul Amin Siddiquee and Christian Pennotti (CARE) on November 4.

**31** in-person **42** webinar

## Diaspora Engagement Seminar Series

As the MD office’s work in Diaspora became a priority, the KMDM team added five additional seminars that were not originally in the workplan. In May 2011, the KMDM project, in close collaboration with USAID, began implementing the Diaspora Engagement Seminar Series. This ‘mini’ series explored the six channels of diaspora engagement discussed in the book, “Diasporas: New Partners in Global Development Policy,” a compilation of studies completed by the Migration Policy Institute (MPI) under a USAID grant. During this reporting period, the K&L team provided support for five Diaspora Engagement Seminars that reached 306 participants (both in-person and via webinar) and generated important participant feedback through the completion of 84 surveys. In addition, an AAR was conducted for the “Mobilizing Diaspora Entrepreneurship for Development” event held in July. Diaspora Seminars held during this reporting period included:

- “Introducing Diaspora Engagement: A Discussion with Kathleen Newland” presented by Kathleen Newland (MPI) on May 4.<sup>2</sup>

- “Mobilizing Diaspora Entrepreneurship for Development” presented by Kathleen Newland (MPI), Barbara Span (Western Union), Liesl Riddle (GWU), and Zelalem Dagne (Global Technology & Investment PLC) on July 14.

**52** in-person **75** webinar

<sup>2</sup>Attendance data was only gathered for seminars two through five.

- “Fostering Diaspora Investment in Developing Countries” presented by Aaron Terrazas (MPI), Eric Guichard (GRAVITAS Capital Advisers Inc.), and Richard Cambridge (World Bank) on August 18.

**41** in-person **51** webinar

- “Connected Through Service: Diaspora Volunteers and Global Development” presented by Rebecca Davidson (CUSO-VSO), Tarek Nabhan (International Executive Service Corps), and Shital Shah (Indicorps Fellow) on September 28.

**28** in-person **19** webinar

- “Heritage Tourism & Nostalgia Trade” presented by Manuel Orozco (Inter-American Dialogue) and Gaynelle Henderson-Bailey (Henderson Associates/Henderson Travel Service) on November 8.

**28** in-person **10** webinar

#### **Mobile Financial Services Seminar Series**

KDMD added an additional seminar series on Mobile Financial Services to its workplan to accommodate the changing needs of the MD office. In July, KDMD worked closely with USAID to develop this new seminar series focusing on emerging payment systems. The seminars that took place during this reporting period comprised the first module on mobile financial services (MFS) in what will be developed into a more extensive series on emerging payment systems (EPS) in the coming period. These innovative and demand-driven seminars culminated in a 3- day online discussion held in November where each of the previous seminar topics was discussed in more depth. During this reporting period, the K&L team provided support for 4 Mobile Financial Services Seminars that reached 432 participants (both in-person and via webinar) and generated important participant feedback through the completion of 74 surveys. Seminars conducted during this reporting period include:

- “From Cash and Coin to E-Wallets: Challenges for Mobile Money Regulation in Developing World Contexts” presented by Bill Maurer (University of California-Irvine) on July 25. Guest blog from Bill Maurer.

**32** in-person **95** webinar

- “Cloud Computing and Financial Services for The Poor: Promise and Perils of a New Computing Paradigm” presented by Bryan Barnett (Independent Consultant) and Maria Stephens (USAID) on September 16. Guest blog from Bryan Barnett.

**29** in-person **86** webinar

- “Sound Expansion of Mobile Financial Services: A Risk Matrix Approach for Developing Enabling Environments” presented by Michael Ingram (Innovations for Poverty Action) and Maria Stephens (USAID) on October 21.

**29** in-person **86** webinar

- “Deposit Insurance and Consumer Protection for MFS” presented by Christopher Hencke (Federal Deposit Insurance Corporation) and Mark Eggerman (Consumer Financial Protection Bureau) on November 18.

**25** in-person **36** webinar

Adding these two new mini-series and tying them in where possible to existing knowledge- sharing tools and pathways has bolstered KDMD’s conviction that building activities around themes is a proven approach that the project implements whenever possible.

#### **Online Facilitation**

In addition to the four seminar series, the K&L Portfolio also provided support for two Speakers Corners, two e-Consultations, and one special webinar event. The following learning events occurred during this reporting period:

- e-Consultation/Webinar: “Economic Strengthening Pathways for the Bottom Billion” facilitated by Jan Maes (co-facilitator of SEEP’s Poverty Outreach Working Group) and Larry Reed (former lead facilitator of SEEP’s Financial Services Community of Practice) on May 17-19. This discussion led to a webinar on the third day that summarized findings and laid out next steps to continue the discussion. A synthesis of this discussion was developed by the members of the SEEP Network’s Poverty Outreach Working Group. Outputs included:
  - 53 registered participants
  - 25 contributors
  - 2,255 discussion views
  - 107 total posts
  - 7 case studies submitted
  - AAR conducted
- Speakers Corner #44: “Islamic Banking and Microfinance” facilitated by Shariq Nisar, Monem Salam, Mohammed Khaled (CGAP), and Magdy Moussa (Independent Consultant) on June 28-30. A synthesis document from this discussion was produced by KDMD. Outputs included:
  - 61 registered participants
  - 25 countries represented
  - 20 contributors
  - 1,466 discussion views
  - 148 total posts
  - 11 resources submitted
  - AAR conducted
- e-Consultation/Webinar: “Integrating Experiential Knowledge and Staff Observation in Value Chain Project M&E” on July 19-24, facilitated by GROOVE Learning Network members Alexis Morcrette (Practical Action) and Christian Pennotti (CARE). A webinar was held on the third day of the online discussion. Feedback received during the online discussion and webinar was incorporated into the draft of the GROOVE brief on M&E for value chain development. The synthesis presentation was highlighted on LinkedIn as being one of the most-viewed Slideshare presentations during the month of September. Other outputs included:
  - 38 registered participants
  - 39 total posts
  - 1,153 discussion views
  - 13 webinar attendees
- Webinar: “Effective Dialogue for Facilitators of Inclusive Market Development” on October 6, facilitated by Peter Garret (Dialogue Associates). This webinar was held in conjunction with the SEEP Network’s Market Facilitation Initiative (MaFI) and Dialogue Associates. This event included 23 online participants from 7 different countries. The summary of this conversation was shared in a MaFI online discussion in November.

## **Mission and Partner Engagement**

KDMD’s work extends to USAID Missions and MD’s partners ensuring that the project reaches the Microlinks audience; continues to stay demand-driven and relevant; and engages audience in knowledge-sharing activities.

### **USAID**

In October, the KDMD team carried out a Mission engagement activity in coordination with the Mobile Solutions team of USAID’s Office of Innovation and Development Alliances (IDEA). This three-phase exercise involved outreach to Missions, an online kick-off meeting (*see Figure 6*), and individual interviews with staff in four pilot Missions: Indonesia, Haiti, Afghanistan, and the Philippines. The goal of KDMD’s mission engagement was to understand current mission staff behavior and experiences with mobile solutions to inform the creation of a knowledge management strategy for the Mobile Solutions team. A synthesis of Mission feedback and initial recommendations were provided by KDMD in anticipation of a more comprehensive scoping exercise to be conducted in December 2011. In addition, the KDMD project conducted an AAR for this activity to document key lessons learned in Mission engagement and online facilitation approaches.

## The SEEP Network

Following expressed interest in the Microlinks platform from Rwandan value chain practitioners during the GROOVE meeting in Kigali in July (see section 4.1), the KDMD team worked with the SEEP Network's Market Facilitation Initiative to pilot the establishment of "local learning groups." The local learning group approach involves connecting practitioners in the field with cutting-edge content from the USAID MD office as well as from implementing partners, and provides opportunities to capture lessons learned and feedback on technical subjects from the field. While the local pilot learning group in Rwanda leveraged existing practitioner networks formed through MaFI, the KDMD team also provided

a package of screencast content from previous seminars re-purposed to be accessible in low-bandwidth situations. In addition, the package included documentation of good practices and recommendations for leading discussions and providing productive networking environments that was informed by the KDMD's extensive experience with the Breakfast and After Hours Seminar Series. This "facilitation package" was distributed to over 15 potential facilitators in 10 different countries at the 2011 SEEP Annual Conference. Meetings of local learning group members held prior to the 2011 SEEP Annual Conference included over 20 participants from 10 organizations operating in Rwanda.



Figure 6:

(Above)  
Members of the K&L team work with USAID's IDEA office to facilitate an online meeting with four USAID missions regarding mobile solutions.

(Below)  
A screenshot of what the online meeting notes looked like in the Adobe Connect platform.

Afghanistan	Philippines	Attendees (17)
<b>Afghanistan</b>	<b>Philippines</b>	Hosts (2)
<ul style="list-style-type: none"> <li>Afghanistan has had rapid growth of mobile phone network since launch in 2002</li> <li>Very few Afghans have bank accounts and literacy is very low</li> <li>Mobile money solution based on M-PESA launched in 2008, impeded by regulatory constraints, cultural issues</li> <li>USAID has partnered with Central Bank to simplify the regulatory environment leading to pilot of dual mobile solutions</li> <li>Police force is now using the program; a new pilot is starting soon to work with public utility payments in Kandahar</li> <li>Other programs working with public servants are currently in the works</li> <li><b>Challenges:</b> insurgents targeting mobile infrastructure; literacy rates are a challenge; weakening trust in govt and banking system following Kabul bank collapse</li> <li>Major focus coming up on interoperability- partnering with World Bank to create a "mobile switch"</li> </ul>	<ul style="list-style-type: none"> <li>Working in mobile programming since 2004 with planning and regulatory approval, pilot testing since 2005 with 2006 roll-out</li> <li>Began in Mindanao working through banking associations; Developed an appropriate regulatory environment, developed partnerships, hosted international conferences</li> <li>Hosted visitors from Afghanistan, Kenya, etc to see how similar programs could fit in their country</li> <li>Work through consumer education and consumer protection along with microfinance</li> <li>Two mobile systems do have electronic mobile transfers</li> <li><b>Scaling Innovations in Mobile Money project:</b> Looking at mobile money (broader applications than mobile banking). Looking to address why mobile money has not scaled up in the Philippines</li> <li><b>Challenger competitors:</b> pawn shops, payment centers more convenient in rural areas); conditional cash transfers may provide an opportunity for greater financial inclusion</li> <li><b>Opportunities:</b> Very high literacy rate and tech-savvy population; comfortable with texting and electronic communication; Telecomms companies are few but mature and eager to work with projects; Population is at ease receiving payments electronically.</li> </ul>	<ul style="list-style-type: none"> <li>Hosts (2)</li> <li>Brandon Szabo</li> <li>Dar Maxwell</li> </ul> <ul style="list-style-type: none"> <li>Presenters (7)</li> <li>brian duza</li> <li>Charley Johnson 2</li> <li>gdy-liacco</li> <li>James Soukamneuth</li> </ul>
Questions:	Haiti	Chat (Everyone)
<ul style="list-style-type: none"> <li>Maria: Did your early work have a geographic scope? Urban/rural?</li> <li>A: Focus was on areas with good coverage; catalyst for growth will be moving to the</li> </ul>		<li>liacco on the line. Tess is encountering difficulties!</li> <li>Scott Brown: Brandon - your audio just stopped</li> <li>Brandon Szabo: Hi Gil, please let me know if you're having any trouble with the call-out function. I can provide an international call-in number if that is easier</li> <li>gdy-liacco: I attempted to call out a second time.</li> <li>Scott Brown: Hi Maria</li> <li>Brandon Szabo: Hi Gil, here is the international number if it helps:</li> <li>Brandon Szabo: International dial-in number: (678) 735-7838</li> <li>Brandon Szabo: Conference code: 8800932448</li> <li>gdy-liacco: I hear you</li> <li>Brandon Szabo: Questions for Mission Intros:</li> <li>Brandon Szabo: What is your mission's status on mobile money programming?</li> <li>Brandon Szabo: What are other programs in the mobile space?</li> <li>Brandon Szabo: What are some major challenges or constraints regarding your mobile work?</li> <li>gdy-liacco: Philippines - other mobile technology applications include health statistics collection, humanitarian assistance coordination, and piloting wimax technology in Mindanao</li>
Indonesia		
<ul style="list-style-type: none"> <li>Interest is high, but not a lot of action</li> <li>Programming: FS Share has been working in Indonesia for the past several weeks</li> <li>President Obama in Indonesia hopefully provides an opportunity to kick something off with public/private sector partners</li> <li>World Bank and IFC are big players, hoping to see what moves first</li> <li>Looking to engage government support; want to develop a project similar to Philippines or move around a "center of mobile banking innovation"; potentially providing advisors and TA to govt</li> <li>Strategizing and still determining the best interventions</li> <li>Potential for health programming to work with mobile technology but not currently a focus</li> <li>Opportunities: Indonesia has greatest use of Facebook outside of US; excellent mobile connectivity and high ownership of mobile phones; especially with tech; 150 million unique cell phone users but only 40 million bank accounts</li> <li>Barriers: MNOs have some interest in mobile cash but poor outreach and literacy are a barrier; small pilots happening but nothing significant at the moment; Conflict between banks and MNOs even though banks aren't engaging rural clients; Central bank has not provided clarity on regulations, no standardization</li> <li>Key technicians from</li> </ul>		

The K&L team, in collaboration with other KDMD portfolios, worked to capture key information from the 2011 SEEP Annual Conference. Recordings were made of all plenary sessions, and screencasts will be developed for sharing online. All sessions will be available on Microlinks. Sessions captured included:

- “Is There a Killer App for Savings?”
- “Managing the Risks: Legal, Regulatory, and Operational Risks Related To MFI Adoption of Mobile Financial Services”
- “Strengthening the Economic Potential of the Bottom Billion”
- “Leveraging Private-Sector Incentives and Strategies For Development Outcomes”
- “Presentation on Microenterprise Development 2.0”
- “State of the Sector: Microfinance in an Evolving Landscape”

### **Value Chain Development Wiki**

During the reporting period, the K&L Portfolio continued work to consolidate and disseminate information on best practices in value chain development. Beginning in September, the K&L team coordinated a quality assurance review and comprehensive update of Value Chain Development Wiki content in collaboration with an AMAP consultant. An offline, USB-accessible version of the wiki was created to be distributed at an AMAP regional training event in December 2011. Finally, the K&L team worked with GLS to begin the process of defining wiki “content pathways” to tailor content to different audience needs and to maximize the accessibility of good practices, tools, and value chain-related content available.

### **3.3 Communications**

The Communications team continued to support the MD Program by implementing a communications strategy and developing diverse products tailored for specific audiences to easily

access, digest, and apply knowledge resources. This strategy is based on an understanding of creating optimal formats for intended effect. Over the reporting period, the activities of the Communications team largely fell into four broad categories:

- Seminar support
- Outreach and engagement
- Communication product development
- Microlinks content management and design

In these efforts, the team worked closely with the MD Program Manager as well as with the other project portfolios, especially K&L and Web Development, to support the program objectives as outlined in greater detail below.

#### **Seminar Support**

The Communications team continued to manage the invitation processes and provide enhanced event support<sup>3</sup> for the MD Program’s seminar series, which included the long-standing After Hours and Breakfast Seminars as well as two new series: Diaspora Engagement and Mobile Financial Services. Communications also worked with the Operations team to involve them more closely in the seminar process to build efficiencies across the project.

In order to standardize event management across the various seminar series, Communications also took the lead on streamlining KDMD’s complex and multi-portfolio seminar management processes. The Communications team led the various activity leads and portfolio staff through several mapping exercises to identify seminar best practices and build general agreement on portfolio roles and responsibilities. Through this effort, Communications and Operations have worked to build out the team seminar process wiki and create task list templates on the team’s online project management tool, Basecamp. This exercise has reduced LOE and ensured best practice across the seminars.

<sup>3</sup> “Enhanced event support” includes social media promotion through outlets like Facebook, Twitter, and LinkedIn; live tweeting; publishing post-event blog recaps; filming Greenroom Interview videos with presenters to capture key takeaways; and providing post-event emails to everyone who attended and/or RSVPed for the seminars with links to the screencasts, the blog post about the event, the discussion board, and the event survey.

## Outreach and Engagement

The following table highlights the outcomes and outputs from the Roadshow's various events:

EVENT	ACTIVITIES, OUTCOMES, AND OUTPUTS
<b>Microfinance Centre Annual Conference</b> Prague, Czech Republic May 18-20	<ul style="list-style-type: none"> <li>■ Microlinks exhibition booth</li> <li>■ 2 Microlinks usability focus groups with 11 participants</li> <li>■ 27 video interviews with microfinance practitioners and industry experts</li> <li>■ 76 new Connections subscribers who also received targeted Microlinks outreach message</li> <li>■ 3 blog posts</li> <li>■ Conference photography</li> <li>■ Featured in event program</li> <li>■ Video interviews featured on MFC website following conference</li> </ul>
<b>Sanabel Annual Conference</b> Amman, Jordan June 7-8	<ul style="list-style-type: none"> <li>■ Microlinks exhibition booth</li> <li>■ 1 Microlinks usability focus group with 2 participants</li> <li>■ 7 video interviews with microfinance practitioners and industry experts</li> <li>■ 52 new Connections subscribers who also received targeted Microlinks outreach message</li> <li>■ 3 blog posts</li> <li>■ Conference photography</li> <li>■ New collateral:               <ul style="list-style-type: none"> <li>○ Arabic and French translations of Microlinks one-pager</li> <li>○ Event cards and promotional material for Speakers Corner on Islamic Microfinance</li> </ul> </li> <li>■ Connection with USAID/Iraq Mission's Tijara Project resulting in content submissions to Microlinks</li> </ul>
<b>Cracking the Nut Conference</b> Washington, DC, USA June 20-21	<ul style="list-style-type: none"> <li>■ Microlinks exhibition booth</li> <li>■ 12 video interviews with rural and agriculture finance experts</li> <li>■ 21 new Connections subscribers who also received targeted Microlinks outreach message</li> <li>■ Social media reporting – Responsible for 160+ tweets</li> <li>■ Facilitated/supported USAID "Stocktaking" lunch session</li> <li>■ Featured in event program</li> <li>■ Collaborated on pre- and post-event promotion with AZMJ</li> </ul>
<b>Global Youth Economic Opportunities Conference</b> Washington, DC, USA September 7-9	<ul style="list-style-type: none"> <li>■ Microlinks exhibition booth</li> <li>■ 10 video interviews with experts in youth economic development</li> <li>■ 38 new Connections subscribers who also received targeted Microlinks outreach message</li> </ul>

EVENT	ACTIVITIES, OUTCOMES, AND OUTPUTS
	<ul style="list-style-type: none"> <li>■ 9 blog posts, including 5 guest posts</li> <li>■ Conference photography</li> <li>■ Social media reporting – Responsible for 175+ tweets</li> <li>■ Provided social media training session to 10 conference organizer staff members</li> <li>■ Featured in event program</li> <li>■ Held in conjunction with related After Hours Seminar</li> <li>■ Collaborated on pre- and post-event promotion with Making Cents International</li> <li>■ Video on technology plenary featuring Wayan Vota of Inveneo was featured in Inveneo email campaign</li> <li>■ Connection with Souktel resulting in January 2012 Note From the Field</li> </ul>
<p><b>SEEP Annual Conference</b>            Arlington, VA, USA            October 31 - November 3</p>	<ul style="list-style-type: none"> <li>■ Microlinks exhibition booth</li> <li>■ 5 video interviews with MED practitioners</li> <li>■ 39 new Connections subscribers who also received targeted Microlinks outreach message</li> <li>■ Social media reporting – Responsible for 40+ tweets</li> <li>■ Provided social media training session to 2 conference organizer staff</li> <li>■ Supported USAID MD office lunch session with interactive polling technology</li> <li>■ New collateral:               <ul style="list-style-type: none"> <li>○ Exciting new Prezi promotional video for Microlinks</li> <li>○ Print versions of Connections and 3 popular issues of Notes From the Field</li> <li>○ Upcoming Event cards</li> </ul> </li> <li>■ Featured in event program</li> <li>■ Held in conjunction with related After Hours Seminar</li> <li>■ Collaborated on pre- and post-event promotion with the SEEP Network</li> </ul>

KDMD's outreach efforts have reinforced MD's technical leadership by engaging USAID staff and 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 (MED) and effectively organize and disseminate it to provide increased value to the greater MED community.

As part of this effort, during the previous reporting period, the Communications team developed and began to implement a robust engagement

strategy for promoting the new Microlinks site. A cornerstone of this strategy was the “Microlinks Roadshow,” through which KDMD staff would “take Microlinks on the road” to showcase the site’s new features and related activities in front of wide stakeholder audiences at various industry events. Over the course of the summer and fall, the Communications team, with the support of K&L, led the MD Program’s Roadshow efforts at five major conferences in order to accomplish multiple goals:

- Promote Microlinks and KDMD activities on the new web platform to showcase the knowledge generation and technical leadership of the MD office
- Gain a greater understanding of the Microlinks audience needs and how KDMD can best support them
- Provide opportunities for focus groups and feedback loops to ensure Microlinks is user-friendly and demand-driven
- Identify and engage with future content contributors for Microlinks knowledge products and event series especially Mission and USAID project staff to enhance the Microlinks products
- Strengthen relationships with strategic partners

These engagement activities were managed by cross-portfolio working groups. The final two events—the Global Youth Economic Opportunities Conference and the SEEP Annual Conference—also benefited from the creation of Memorandum of Understanding (MOUs) between KDMD and the conference organizers. The MOUs were extremely useful in outlining roles, responsibilities, and expectations, and will be helpful models for future partnerships.

In addition to KDMD’s collaborative efforts through the Roadshow, the team also continued to work closely with the FIELD-Support LWA over the reporting period to assist in knowledge sharing and dissemination of the work done by FIELD’s associate award projects. In supporting FIELD, KDMD Communications staff elevated FIELD’s presence on the KDID portal by linking existing project pages for the associate awards to FIELD’s Knowledge Series and various products in the Microlinks Library. By the end of the period, over 100 FIELD and associate award resources were housed in the Library and the cumulative download count stood at 1,384 downloads. FIELD-funded knowledge products were also featured regularly in the Connections newsletter over the 6-month period: four stories on FIELD and its Knowledge Series, four on ESAF, two on HIFIVE, two on PRODEL, two on LBLI, and one on ECYMP. KDMD and FIELD staff also met and communicated regularly to coordinate these and future promotion efforts.

Finally, the Communications team worked with Operations and K&L to provide coverage and capture of the Secretary’s Global Diaspora Forum on May 17-19. This included a blog post recap that was featured on the International Diaspora Engagement Alliance website and the development of 13 videos extracted from the 3-day event footage. KDMD worked closely with the project’s USAID diaspora engagement activity leads to identify and feature these video highlights.

## Communications Product Development

The Communications Portfolio continued to produce the Connections e-newsletter on a monthly basis and distribute it to a mailing list of over 7,000. Over the period, the list grew 11 percent to reach a distribution of approximately 7,500. The number of regular industry partner contributors also increased, due to KMD's outreach efforts, and now includes the FIELD-Support LWA, CARE, Making Cents, AZMJ, CGAP, the USAID/Iraq Tijara Project, Pro Mujer, The SEEP Network, the ILO's Microinsurance Innovation Facility, the Microcredit Summit Campaign, and Trickle Up.

Concurrently, the team developed six Notes From the Field and highlighted these case briefs in Connections. The following Notes were produced in this reporting period:

- June 2011: "Note From Mali: Behavior Change Approach Improves Agricultural Outcomes" by Abt Associates
- July 2011: "Note From Jordan: Helping Women Manage Risk Through Microinsurance" by Women's World Banking
- August 2011: "Note From Zambia: Increasing Access to Inputs for Smallholder Farmers Through Agro-Dealers and Zambikes" by CARE
- September 2011: "Note From the Philippines: Client Learnings on Microsavings" by Grameen Foundation
- October 2011: "Note From Bolivia: Fostering Sustainable Tourism by Expanding Market Reach" by Solimar International
- November 2011: "Note From Kenya: Improving Value Chains for Smallholder Farmers Through a Complete Service Model" by One Acre Fund

*In the last six months, the Communications team has also taken on a much larger role in the development of multimedia products like Greenroom Interviews and Conference Video Notes. The following table summarizes the size and reach of KMD's growing video library:*

VIDEO SERIES	NUMBER OF VIDEOS	COMBINED VIEWS AS OF 12.12.11
After Hours Seminar Greenroom Interviews	12	448
Breakfast Seminar Greenroom Interviews	8	423
MFS Seminar Greenroom Interviews	5	463
MFC Conference Video Notes	20	1546
Conference Video Notes	8	747
Cracking the Nut Video Notes	12	1315
Global Youth Economic Opportunities Conference Video Notes	10	500
SEEP Conference Video Notes	5	182
<b>TOTAL</b>	<b>80</b>	<b>5624</b>

## Microlinks Content Management and Design

As Microlinks 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 MED events and trainings, to be featured on Microlinks.

Due to the team's role in Microlinks management, as well as Communication's participation in the Roadshow and related focus groups, the team was uniquely positioned to provide feedback during the Microlinks review and wireframe update that occurred during the period.

During the reporting period, the Communications team's graphic design experts also helped define architecture, layout, and design for the new Working Groups and Training Groups on Microlinks and the Members section on KDID. This included creating 58 pages of wireframes and 37 resulting final design slides for the Web Development Portfolio. KMD's graphic designer also developed a design style guide for the Working Groups to create a style standard for future pages within the section.

## 3.4 Adult Learning & Training

The ALT Portfolio has been working with the MD office on the development of a series of value chain courses. Initial scoping conversations focused on developing one online module. However, over the course of this period, the team recognized the need for a series of practical trainings around

### New Microlinks Content

Blogs: **125**

External Events: **102**

Library Resources: **181**

News Items: **57**

Opportunities: **17**

Figure 7:

The “Learning Value Chain Basics” course’s interactive, online platform (shown here) allows users to gain a conceptual understanding of value chains in a flexible, user-friendly format.

understanding the approach as well as designing, managing, and monitoring and evaluating value chain projects. The ALT team continued work with the MD office and ACDI/VOCA to develop four new courses:

- **Course 1: Learning Value Chain Basics**
- **Course 2: Designing Projects Using the Value Chain Approach**
- **Course 3: Facilitating and Managing Value Chain Projects**
- **Course 4: Monitoring and Evaluation for Value Chain Projects**

The team finished the development of Course 1 and launched a beta version in mid-November. The Learning Value Chain Basics course is relevant for both USAID and practitioner audiences and focuses on the value chain approach, principles, and the value chain project cycle (*see Figure 7*). It is meant to equip both USAID DC and Mission-based staff and implementers to delve deeper into value chain development best practices and project design.

The course will be shared with the participants of the December 2011 Ag Core Course as an optional pre-workshop activity. Learning Value Chain Basics and the additional value chain courses will be hosted on Microlinks. The project team will review feedback on Course 1 as the roll-out continues. Design and development of Courses 2 to 4 will continue, and all four courses should be launched

by the end of March 2012. The ALT team will work closely with the Communications team in early 2012 to promote and disseminate these new courses.

### 3.5 Forward Statement

KDMD's work will continue for approximately one and a half more years through May 2013. Over the next six months the project team will collaborate with and support MD in the following areas and activities:

- Event support, communications, capture, and knowledge sharing for "Meeting the Challenges of Value Chain Development: A Learning Event" in February 2012
- Event development and support, communications, capture, and knowledge sharing for MD Evidence Summit
- Design and implementation of an After Hours mini-series

- Event support, capture, and knowledge sharing for the Emerging Payment Systems Training in the Philippines
- Continued development and implementation of online learning
- Enhanced outreach and engagement with USAID, its partners, and industry stakeholders
- Continued implementation of existing seminar series
- Migration of copies of Microlinks 1.0 and Poverty Frontiers to a KDMD-hosted server
- Redirecting all of Microlinks 1.0 to 2.0

We will continue to 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.

## KUDOS

"We never could have had an in-person event with such a wide and diverse range of participants as quickly and cheaply as we did with this webinar."

- Facilitator regarding "Effective Dialogue for Facilitators of Inclusive Market Development" webinar

"Thanks for all the support you provided in making this a great conference...Thanks to you, we have 40 pages of tweets that we are now working through, to pull out insights that we can use in our publication. Once again we thank you sincerely for your hard work and cooperation and we look forward to continue to work with you to crack this nut!""

- Cracking the Nut Conference organizer

"Thanks again for all your help with the Note! It has been a big hit here and some of my colleagues are already asking when we could do another one on a different project."

- Note From the Field author

"We have reviewed the Microlinks website and newsletter and we are extremely impressed by the coverage you have given to the recently conclude Iraqi Microfinance conference. On behalf of the entire USAID-Tijara program and the Iraqi Microfinance industry, we want to thank you very much for giving us this publicity. We look forward to working with you on future initiatives. Kindly accept our thanks."

- Representative from the USAID/Iraq Tijara Project

"A HUGE thanks to all of you for the amazing work you did before and during last week's conference. It has been really wonderful working with you—We all learned a lot and are grateful for the information you captured and disseminated through the blogs, videos, tweets, and interviews that we wouldn't have been able to do without your help. I look forward to exploring ways we can collaborate again next year!"

- Global Youth Economic Opportunities Conference organizer

## 4. GRANTS UNDER CONTRACT PROGRAM

KDMD continued to administer several grants and facilitate one learning network over the past six months. This work yielded several exciting knowledge products and industry events, as described in the K&L section below. In collaboration with the MD office, the KDMD grants team awarded three grants during the reporting period:

- 1-year grant to Omitrix, Inc. to analyze the higher education finance market
- 6-month grant to MercyCorps for the Investing with Impact Regional Network to connect entrepreneurs with investors and corporations in Brazil
- 1-year grant to Response Fund to develop and establish a Seal of Excellence for the microfinance industry

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

- 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. 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 cover travel expenses for Chuck Waterfield from MFTransparency, who co-presented at the July After Hours Seminar, "Microfinance Investment Transparency and Evaluation."
- To sponsor the "Cracking the Nut: Overcoming Obstacles to Rural and Agricultural Finance" conference which was hosted by AZMJ on June 21-22.
- To cover travel expenses for four GROOVE Learning Network members--CARE USA,

Conservational International, Practical Action, and CHF International--to attend the GROOVE mid-term meeting in Rwanda. A cost-sharing component was part of the agreement for each of the four grantees.

- To sponsor the 2011 SEEP Annual Conference as a Diamond Level Partner.
- To cover travel expenses for Mikhail Mamuta, Russian Microfinance Center, who presented at the November After Hours Seminar "Overview of Microfinance Markets and Investment Opportunities in Russia and China."

Additionally, in the past six months, KDMD finalized planning for and conferred TSF awards to be used in the upcoming reporting period for the following purposes:

- To cover travel expenses for Danial Noorani, CEO of The Citizens Foundation, who will co-present at the December Diaspora Engagement Seminar, "Diaspora Philanthropy: Private Giving and Public Policy."
- To cover travel expenses for author Milford Bateman, to participate in a special USAID-hosted event in January entitled, "Debate: Moving Financial Inclusion Beyond Microfinance."
- To cover travel expenses for Chris Hoofnagle from UC-Berkeley, who will present in April 2012 in Washington, DC at an EPS seminar regarding privacy within the context of Internet-based mobile financial services.

### 4.1 Knowledge & Learning

#### GROOVE Learning Network

The K&L Portfolio supported the GUC Program through coordination and facilitation of a number of activities and ongoing initiatives of the GROOVE Learning Network. In July 2011, members of the KDMD team took part in the GROOVE mid-term meeting in Kigali, Rwanda. The meeting

was originally a CARE Mentor Program meeting that was opened up to wider participation by the GROOVE Network. This meeting included a 4-day kick-off workshop for the network's capacity building mentorship program, followed by a 3-day work-planning session for grantees. This meeting brought together over 20 mentors and mentees from 10 countries for a 4-day workshop involving team-building, work-planning, and establishing the foundation for a 9-month training program. The K&L team worked closely with GROOVE members and the KDMD Web Development team prior to this meeting to develop an online Working Group on Microlinks to support ongoing coordination between mentors and mentees and among the GROOVE grantees. During the kick-off workshop, the KDMD team presented the Working Group space and provided individual support to participants in Kigali. The K&L team continued to provide support during the work-planning meetings, including coordinating learning network support with other KDMD portfolios.

As part of the GROOVE's learning agenda the K&L team facilitated a joint webinar/e-Consultation activity prior to the meeting in Kigali that gave select practitioners an opportunity to provide feedback on the first in a series of draft briefs on monitoring and evaluation for value chain development. The synthesis presentation from this event was shared through the SEEP Network's Market Facilitation Initiative practitioner network on LinkedIn and received an overwhelming number of views, making

it one of the most viewed LinkedIn presentations in September 2011 (*see Figure 8*). The K&L team continued their support of the GROOVE M&E work plan by coordinating an advisory team of select experts to provide ongoing feedback and editorial input to the technical briefs.

The GROOVE meeting in Kigali saw a shift towards the development of a new work plan and knowledge products focusing on group-level learning. In addition, the learning network adopted a new model of facilitation, with Ed Salt and Brandon Szabo (KDMD) assuming the roles of co-facilitators of the learning network in August 2011. The K&L team also provided ongoing facilitation for the GROOVE Learning Network's monthly meetings as well as oversight of Microlinks Working Groups for both the learning network grantees and the mentorship program.

## Virtue Ventures

During this period, Virtue Ventures Inc. completed the first of a series of briefs on Social Enterprise in International Development and launched their online platform, [setoolbelt.org](http://setoolbelt.org). The Virtue Ventures team coordinated with KDMD to promote their site and tools, and to prepare for a webinar in January 2012. The K&L team held a number of consultations with Virtue Ventures to design the knowledge sharing webinar in order to showcase USAID-funded work on the [seToolbelt.org](http://setoolbelt.org) site in addition to the brief series.

**Figure 8:**

The synthesis presentation from the summer's GROOVE e-Consultation was one of the most viewed LinkedIn presentations in September 2011.



## **Mercy Corps**

Finally, during the period, KDMD closed out Mercy Corps’ “Women’s Mobility and Conflict” grant, following a successful in-person event held at the United States Institute of Peace (USIP) on May 23. The event featured a presentation by development consultant Patti Petesch on women’s mobility in conflict-affected countries. The presentation was captured and posted on the USIP website.

## **4.2 Communications**

During this reporting period, Communications support of the GUC Program largely consisted of promotion and dissemination of the work being done by the grant recipients. This involved publishing resources to the Microlinks website, in the case of TriLinc Global, and featuring news stories about the work of TriLinc, the GROOVE Learning Network, and Virtue Ventures in the Connections newsletter.

Communications also worked with K&L during the period to outline strategies and advise on communications channels for future promotion and dissemination of major GROOVE and Virtue Ventures deliverables anticipated in 2012.

## **4.3 Forward Statement**

In the next six months, the GROOVE Learning Network will continue work on its three designated initiatives: capacity building, monitoring and evaluation, and learning about learning. This will include the completion of the three-brief series on monitoring and evaluation for value chain development, the continuation of the capacity building pilot program on mentoring for value chain impact, and intensified work to capture the learning network experience and the lessons learned by grantees and their project teams.

In January 2012, KDMD will co-host a knowledge sharing webinar with Virtue Ventures on Social Enterprise for International Development. The Virtue Ventures grant will be completed in March 2012.

KDMD will continue to implement TSFs and grants that have already been awarded in previous periods and to respond to the needs of new ones as they emerge.

## 5. ECONOMIC GROWTH PROGRAM

During this reporting period, KDMD continued to enhance the Economic Growth Office's training program by providing curriculum design support to the in-person courses as well as developing online learning products. The ALT Portfolio worked with the EG Office to organize and implement two 5-day courses: the EG Overview Course and the EG in Post-Conflict Course. Both courses took place in June 2011. Soon after the implementation of the June EG Overview Course, the ALT team began working with the EG Office to organize Day Leads and review content in preparation for the design of the December course offering. During this period, KDMD began working with the EG Office on preparation of a new Advanced Topics Course which will be offered in March 2012. The ALT team is providing both curriculum design and logistical support to this course. ALT has also begun the early stages of logistical preparation for a Trade course also to be offered in March 2012.

The certification project continues to be a high priority for the EG Office. Over the reporting period, KDMD provided curriculum design and programming expertise to begin designing the course and testing structure for the certification courses. There are five in-depth courses and the goal is to build out two to three of these in-depth courses in 2012. These three in-depth courses will be Financial Services, Trade and Investment, and the Commercial Law and Institutional Reform (CLIR). KDMD's support to this effort includes designing and developing the e-learning courses, the testing mechanism, and the hosting platform.

The certification project for the in-depth courses is a shift in focus for the EG Program. KDMD had planned to build out blended learning courses for each of the EG in-depth courses to increase accessibility of the EG training curriculum. The certification courses will be a more formal learning experience than the blended formats that KDMD had originally envisioned for the in-depth courses. However, during the initial scoping meetings for this project, KDMD and the EG Office agreed that there will be no mandatory requirements for the certification course. EG officers wishing to

attain certification will be highly encouraged to take the certification courses (which will contain all the answers to the certification tests) but they will not be required to complete the courses. Also, if an EG officer is not interested in receiving certification but would like to learn more about a particular subject area in one of the in-depth courses, that officer can go straight to that module in a course to learn more rather than taking the entire course and test. This flexibility allows for two distinct experiences: 1) ensuring that EG officers can get a specific area of knowledge they need, and 2) enabling EG officers to attain all the knowledge needed to pass an in-depth certification test.

Outside of the EG courses above, KDMD will play an important role in supporting the USAID Implementation and Procurement Reform (IPR) Initiative. The EG Program has received funding to develop e-modules and facilitator guidelines to support future IPR training events. This work will be coordinated through the EG Office. All e-modules and facilitator guides should be completed in early 2012. The e-learning modules will sit on USAID University LMS platform. Planning and initial implementation for this new activity was undertaken during this reporting period and will continue into the following period.

Also important to note, there were some significant changes to the EG Program during this reporting period. In July 2011, Alex Gainer became the new EG Program USAID activity manager. The KDMD EG Program manager began meeting with Gainer immediately to introduce and acquaint him with the goals, activities, and tools of the broader KDMD project. Through collaboration and proactivity, the program maintained its momentum during this change in leadership. Gainer has brought strong coordination support which has helped to further the training objectives of the EG Program. Additionally, the ALT Portfolio brought on an events coordinator to manage all logistical needs during both the preparation and implementation of the EG courses. This new position has proven especially helpful with the increased frequency of in- person trainings throughout KDMD, as well as the tendency for courses to be scheduled across consecutive weeks.

## 5.1 Web Development

During the fall, the Web Development, Communications, and Adult Learning & Training teams assembled to prepare for the redesign of the [Economic Growth Learning Center](#) (EGLC). The EGLC launched in late 2009 and was one of the first sites developed under KDMD. In the last two years, the site has facilitated over a dozen EG course offerings. During this time, KDMD and the EG Office noticed that certain functionality restrictions limited the site's effectiveness. The Web Development team has a thorough site update process in place KDMD has a long-standing

relationship with a development firm, which will enable the creation and launch of new websites more advanced in terms of aesthetics and functionality. The redesigned EGLC will incorporate some of that functionality (as needed), as well as take on a look that resembles the other KMDM sites (*see Figure 9*). With the creation of the certification courses, the time is especially appropriate for this site upgrade. There will be a significant amount of content added to the site in 2012. Likewise, with the launch of the in-depth courses (and a comprehensive marketing communications plan), traffic to the site should increase significantly.



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*An overview of the process of EG Training Program*

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**Certification**

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Figure 9:

As shown in this design slide for the updated Economic Growth Learning Center, the EGLC's new look and feel is designed to improve the user experience.

## 5.2 Knowledge & Learning

During this reporting period, the K&L Portfolio captured knowledge generated from the USAID Forward conference series by recording audio and video for the USAID training workshop held in Kiev, Ukraine in October 2011. This audio and video will be used in the IPR training materials.

In addition, the K&L team recorded 13 sessions of the EG Overview Course held in June. The USAID activity manager chose to record these sessions since they were new to the in-person component of the EG Overview Course. Although the screencasts from the course will not be used during the next iteration of the EG Overview Course scheduled for December 2011, they have been added to the list of potential course material to be evaluated for use in future iterations. Prior to the June course, the K&L team worked with the EG Program to produce a pre-course webinar featuring remote speaker and course facilitator David King who reviewed the agenda and structure of the June course.

In preparation for the next EG Overview Course, the K&L team worked with the EG team to facilitate a pre-course webinar in October with Alex Gainer, David King, and Paul Fekete (EGAT) as presenters. To allow participants to continue review the course agenda and participate in pre-course assignments, the webinar remains live through Adobe Connect.

## 5.3 Communications

In an effort to inform training participants about the many resources available on KDMD's web platforms (namely Microlinks and Agrilinks), the Communications team provided promotional collateral for distribution at the EG courses. Through the Communications Portfolio's graphic designer, Communications has also worked to support the EGLC redesign.

## 5.4 Adult Learning & Training

The June EG Overview Course had 40 participants. The number of daily surveys filled out

over the 5 days ranged from 12 to 29. Feedback from the participant surveys as well as the course organizers' debriefs will inform changes and improvements to future course offerings.

There were a number of changes made to the EG Overview offering in June. These modifications included changes to both the course organizers team and the development process as well as changes to online and in-person course content. In an effort to build on successes from other areas of KDMD, the ALT team worked with the EG office to organize Day Leads who are responsible for a specific module or course topic. Organizing Day Leads brings additional subject-matter expertise to the content development process. Additionally, the participation of the Day Leads throughout the course development process ensures greater ownership and buy-in from the various EG subject-matter experts. The Day Leads also help to strengthen and validate their respective content as well as the delivery methods of their sessions. Another significant modification made to the June course was dividing the online portion of the course into required and recommended activities. This adjustment was made due to feedback that the online portion of the course was too long and that participants were unable to complete their activities before coming to the in-person workshops. The number of hours of online work was reduced significantly for the June offering and as a result, the completion rate for the participants increased. The ALT team believes that these changes have enhanced the course in that there is greater involvement from both the EG office as well as the course participants.

KDMD also supported another offering of the EG in Post-Conflict Countries Course in June 2011. There were 32 participants who attended this course.. KDMD provided logistical support and minimal design support to this course.

Though the project experienced some delays in getting started with the certification course, the ALT team is now advancing on developing e-learning courses for the Financial Services (FS) Course. The delay was due to a shift in subject matter focus. Originally, the project was set to work with the Trade team to design an online course based on their skills matrix. However, over the summer, the

EG Office shifted their priorities to FS and thus, the project team began to seek out FS subject matter expertise. Securing FS support within the EG Office was not possible due to a shortage of available staff, so KMD needed to bring in an outside expert. The project team began working with David King, a consultant, in November to start building course content from the skills matrix. Development of the FS certification course will begin in December and the goal is to have a prototype available for viewing in early January.

## KUDOS

"This was the best offering of the EGO course that I've seen..."

*- June 2011 EG Overview Course facilitator who has been with the course for over 10 years*

"Thanks for this step by step explanation! It's very helpful!"

*- May 2011 Course participant on the detailed instructions for the LMS login*

"...very good facilitators, lots of good info and lessons learned shared - nice to be able to ask questions in person."

*- June 2011 EG Overview Course participant*

## 5.5 Forward Statement

KDMD will continue its support of the in-person courses, mainly the EG Overview Blended Course, the EG in Post-Conflict Course, the EG Trade Course and a new Advanced Topics Course. The project will continue to apply the lessons learned from past courses. Improvements applied to the courses have resulted from various assessments taken after implementation of each of the courses. KDMD's training team documents feedback and recommendations from the courses through facilitator debriefs, participant surveys, live

participant feedback sessions, and AARs. These methods of capturing feedback will continue in Year 4.

The current schedule of EG trainings in Year 4 includes the following:

- EG Overview Blended Course – December 2011
- EG Advanced Topics Course – March 2012
- EG Trade Course – March 2012
- EG in Post-Conflict Countries Course – Summer 2012
- EG Overview Blended Course – June 2012

Additionally, KDMD will continue to support the development of an EG certification program. The ALT Portfolio has developed a structure of the certification course testing experience and has discussed design plans with the EG Office. Over the next fiscal year, KDMD is planning to develop three of the EG in-depth courses: Financial Sector, Trade, and Commercial Law. These certification courses will be divided into various modules to coincide with the content structure outlined in the skills matrix.

The project team aims to have a beta version of Module One of FS ready to share in early 2012. The project team will need to implement a series of reviews of the initial beta version of the course. Once a thorough review is complete, KDMD can begin to develop the other course modules more quickly and/or begin to work across various courses simultaneously.

The EGLC redesign will be tailored to fit the work flow and user experience needs for the new certification courses. The traffic to the site and overall content on the site will increase significantly due to the new in-depth certification courses. KDMD is excited to work on this endeavor with the EG Office as this will be one of the first offices in USAID to develop a certification system.

## 6. FOOD SECURITY/ AGRICULTURE PROGRAM

This past reporting period marked many notable achievements in the KMDM Food Security/Agriculture Program. Key developments were made around knowledge sharing infrastructure, assessing and learning, and new levels of engagement with BFS partners and USAID staff. During this time, KMDM upgraded the branding, design, and architecture of the Presidential Feed the Future (FTF) Initiative's website which will launch formally at the end of November. The program also gained a site manager for Agrilinks. The site manager worked to coordinate efforts across the team to improve the newly launched site and move it through beta status. In addition to ongoing assessing and learning at the activity level, the Food Security/Agriculture Program increased attention on program learning taking stock of the BFS-supported seminars, documenting program learning through the KMDM Learning and Impact Report, and drafting a program logic model. Building on the strengthened infrastructure and processes in place, the program began targeted outreach and engagement with partners through a new social media presence, development and dissemination of new collateral, participation in the Global AgriKnowledge Share Fair, and identification and preliminary engagement with strategic partners around knowledge sharing. In June, the KMDM Food Security/Agriculture Program implemented its second iteration of the Agriculture Core Course, training largely mission-based staff working on agriculture and food security. In September, the program also launched its first online training module, the Agriculture Sector Orientation Course, on USAID University, and also coordinated the Agriculture Overview Course targeted at USAID new hires through the Development Leadership Initiative (DLI) program.

KMDM's work in the Food Security/Agriculture Program is based around three objectives described below. Many program activities feed into and help achieve more than one objective.

### **Objective One: The knowledge base**

Under its objective to develop and grow the

knowledge base of agriculture and agriculture led food security approaches, lessons, and learning from application in the field, the Food Security/Agriculture Program focused on the following activities:

- Organized seven seminar/webinar events including four Agriculture Sector Council Seminars, two Feed the Future Civil Society Outreach (CSO) Stakeholder Meetings, and one Special Event with Michigan State University, resulting in eight knowledge products (screencasts) published to the Agrilinks library
- Developed CoP guidance and presentation materials with USAID and partners on the CoP component of the Comprehensive African Agriculture Development Programme (CAADP) East Africa Climate-Smart Agriculture Workshop
- Adapted and shared CoP materials with USAID BFS-funded Livestock-Climate Change Collaborative Research Support Program (LCC CRSP) to scope appropriate learning network as part of their East Africa activity plans
- Revised the Agriculture Core Course content to focus more on highlighting approaches, lessons learned, and examples from the field
- Collaborated with the Association of Public and Land-Grant Universities (APLU) for six blog posts on the Feed the Future Research Strategy Workshop
- Produced four short videos highlighting impacts of USAID featured on the Agrilinks blog in coordination with the USAID Legacy in Agriculture Development Project
- Presented at the Global AgriKnowledge Share Fair and produced 6 video interviews and 11 blog posts from the event

### **Objective Two: Knowledge exchange and flows**

Many of the activities mentioned above also contributed to the program's second objective to improve knowledge flows within BFS, between BFS

and others at USAID in Washington and Missions, and with partners. Additionally, KMDM undertook the following activities to enhance knowledge flows:

- Supported BFS in redesigning and implementing an improved Feed the Future website to improve access to information for USG and partners
- Strengthened the Agrilinks knowledge sharing platform, completing the beta phase to enhance technical knowledge sharing and increase access to technical materials
- Established dynamic external and internal global events resource pages on Agrilinks
- Launched a social media presence for Agrilinks including Twitter, Facebook, YouTube, and the Agrilinks blog
- Designed the pilot use of Working Groups for Agrilinks to be implemented December 2011 in coordination with the USAID Agriculture Core Course
- Enhanced seminar and webinar processes, post-event communication, and online functionalities to promote continuous engagement and learning
- Created and disseminated Agrilinks promotional materials including one-pagers, bookmarks, and a banner to boost awareness of the brand and opportunities to engage

#### **Objective Three: USAID agriculture and agriculture-led food security technical capacity**

The program also coordinated and implemented a number of training-related activities to build professional and technical capacity of USAID staff to design, implement, and manage effective agriculture and agriculture-led food security programs. KMDM was responsible for the following activities:

- Collaborated with over 35 USAID staff on refining training content to meet course objectives around technical approaches to better design and to implement agriculture and food security programs and portfolios in missions
- Trained 34 USAID mission field staff (June Agriculture Core Course)

- Launched the first online training module, the Agriculture Sector Orientation Course, on USAID University in September
- Trained 25 USAID DLIs and new hires at the 2-day Agriculture Overview Course in September
- Engaged USAID DC- and mission-based staff in continuous learning through in-person seminars and webinars

## **6.1 Web Development**

### **Feed the Future Website**

Though the site will be launched shortly after this reporting period (November 18), the redesign and launch of Phase One of the Feed the Future website represents the largest web activity during this period and a notable accomplishment of the project (*see Figure 10*). The Web team—in collaboration with the senior web strategist, Food Security/Agriculture Program manager, and Communications Portfolio—worked closely with BFS to develop, manage, and implement a web development process that met the unique needs of a whole-of-government presidential initiative site. KMDM managed work flows, advised on messaging content for the web, and supported BFS in gathering input and buy-in from senior BFS leadership and interagency Feed the Future partner stakeholders.

This was also a first for KMDM on three additional web development levels: 1) it is the first site built on the Drupal 7 platform (all other sites were built on Drupal 6), 2) it is the first .gov site, and 3) it is the first redesign of an active site. The redesign took an aggressive approach, performing multiple development stages (discovery, architecture and design, content development and migration, and site build) over an abbreviated timeline. The Web team worked with the web strategist to create the functional wireframes, which in turn fed the design slides created by the Communications Portfolio graphic designer. The Web team ramped up its Drupal 7 knowledge and worked with developers to turn those slides into the functional website.

Figure 10:

The Feed the Future website has been developed to illustrate the advocacy and communications agenda of the United States Government's global hunger and food security initiative.

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The U.S. Government's Global Hunger and Food Security Initiative

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## Agrilinks Website

The Food Security/Agriculture Program aims to promote the exchange of lessons learned and key technical approaches to increase the impacts and reach of investments in agriculture and food security. One of the program's key activities has been the launch of the Agrilinks website on the KIDID portal.

Agrilinks currently provides opportunities for agriculture and food security practitioners to:

- Bring Agrilinks audiences into engagement with each other to share ideas, network, and learn from each other through the blog, social media, AgExchanges, and Working Groups
- Make technical knowledge consumable in multiple formats, including interviews, screencasts, and blogs entries
- Extend the reach of training and seminar events with webinars, screencasts, commenting on event pages, blog entries, and social media
- Be audience-centric, responding to and acting on individual audience needs and interests by reviewing surveys to incorporate feedback into activities and programs, and providing feedback buttons and subscription opportunities

In addition to contributing and managing content, KIDMD oversees the growth and development of the site in consultation with BFS. The site has been supported by the Web Development team, development partner Zaloni, the Food Security/Agriculture Program coordinator, the Communications team, and most recently a part-time site manager. The Agrilinks site manager maintains the site, leads quality assurance (QA), and coordinates the KIDMD team around new features and requests. The site has also benefited from the advice of KIDMD's senior web strategist, Assessing & Learning Portfolio manager, the Food Security/Agriculture Program manager, and most recently web analytics consultant Click for Help.

During this reporting period, Agrilinks QA ramped up, improving existing functionality and the user experience. The Web Development team made

numerous tweaks and design changes to make the site more intuitive and attractive to the user. Among the changes were layout modifications to the homepage, style refinements to make the landing pages and nodes match the design slides more closely, and adding Working Groups functionality. The Web team worked with developers to implement Working Groups under a very aggressive timeline. The Communications Portfolio also supported this effort through the creation of 16 design slides. The Food Security/Agriculture Program coordinator and Communications Portfolio also support content in the form of events, library resources, and social media such as the blog.

## Agrilinks Analytics (June 1, 2011 - November 30, 2011)

Google Analytics was integrated into the site starting June 1 (*see Figure 11*). During this period there were a total of 5,132 unique visitors accessing the site 9,103 times from around the world. Users visited from over 131 countries. The top 10 countries in order of frequency were United States, India, Kenya, United Kingdom, Italy, Canada, Senegal, Ghana, Tanzania, and Philippines. This marked an extremely successful first several months as outreach and promotion were just getting started. Trend data by month for new visitors, returning visitors, visits, and page views shows monthly increases with only a slight dip in August in some cases (consistent with lulls in new content and participation in all KIDMD activities). Google Analytics and unsolicited feedback from BFS and users indicate users see value in coming back to the site and that it continues to reach a growing audience.

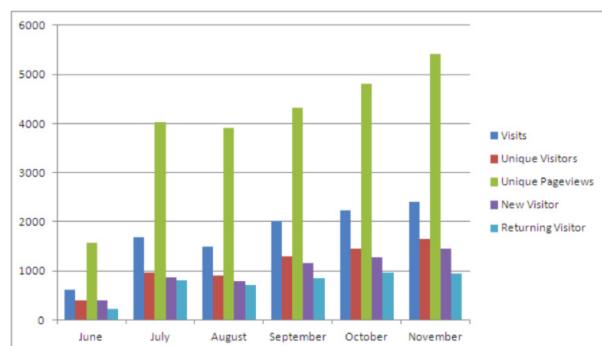


Figure 11:  
Agrilinks June-November 2011 monthly analytics for key indicators.

## 6.2 Knowledge & Learning

### Seminars

The K&L Portfolio, in conjunction with the program's coordinator, supported the Food Security/Agriculture Program with the implementation of two ongoing seminar series: the Agriculture Sector Council Seminar Series and the Feed the Future Civil Society Outreach (FTF CSO) Stakeholder Meetings. For these events, the K&L team designed and facilitated webinars, captured audio/video, and developed learning products (screencasts, transcripts, etc). Knowledge products are regularly posted in the Agrilinks library within one week of each event, a turnaround time that has encouraged maximum visibility on the website.

The monthly Agriculture Sector Council Seminar Series has continued to grow throughout the reporting period and is an established mainstay at USAID and with partners. While USAID staff have always been a primary target audience for this series, a growing number of individuals from private, non-profit, academic, and donor organizations have also begun to attend the events. In-person attendance averaged 37 people during this period and online attendance averaged 71, with a range of 5-18 international participants joining the webinars. Perhaps even more importantly, this series now boasts a strong repeat audience. Of participants who completed surveys at the October event, 50 percent had previously attended another Agriculture Sector Council Seminar, and 25 percent had attended three or more Agriculture Sector Council Seminars.<sup>4</sup> Seminars conducted this reporting period include:

- “East Africa Dairy: A Shared Smallholder, Business and Government Partnership” presented by Moses Nyabila (Heifer International) on June 22.

**50** in-person **94** webinar

- “The Senegal Local Support Fund: Capacity

Building for the Maize Value Chain” presented by Andrew Keck (IRG) on July 20.

**37** in-person **53** webinar

- “Building the Base for Global Food Security: Agricultural Education and Training” presented by Wesley Widemann (Weidemann Associates), Bill Rivera (Consultant), and Charles Maguire (Consultant) on September 21.

**49** in-person **91** webinar

- “Applying Peanut CRSP Research to USAID Initiatives” presented by Tim Williams (Peanut CRSP) on October 19.

**23** in-person **45** webinar

In addition to the Agriculture Sector Council Seminar Series, two FTF CSO Stakeholder Meetings were supported by the K&L Portfolio in June and July.<sup>5</sup> These marked the final events in the current format with the series slated to undergo a re-branding process in 2012. FTF CSO Meetings conducted this reporting period include:

- “Update on Measuring the Impact of Feed the Future” presented by Kristin Penn (USAID BFS), Emily Hogue (USAID BFS), Chris Kosnik (USAID EGAT), and Erik Pacific (USAID BFS) on June 2.

**77** in-person **151** webinar

- “Risk Management: How Can Risk Transfer Help?” presented by Lena Heron (USAID BFS), Ruth Vargas Hill (IFPRI), and Kimberly Pfeifer (Oxfam) on July 7.

**28** in-person **76** webinar

<sup>4</sup>The survey response rate was 22% for the 332 participants surveyed at the 2 Feed the Future CSO Stakeholder Meetings.

<sup>5</sup>The survey response rate was 33% for the 177 participants surveyed.

In an effort to encourage greater online participation during the Agriculture Sector Council Seminars and FTF CSO Stakeholder Meetings, online facilitators solicited questions from remote participants through the webinar chat feature. Online questions were read aloud to the in-person moderator who alternated with questions from in-person participants.

Beginning in September, questions from the webinar audience that could not be addressed during Agriculture Sector Council Seminars were also answered by the presenters in the comments section on the Agrilinks event page to encourage continued knowledge sharing and discussion.

In addition to the Food Security/Agriculture Program's two regular event series, the K&L team also provided design input and knowledge capture support for the following special events:

- “Poverty Reduction and Food Security Despite High Food Price Volatility” Special Seminar in May 2011.

**75** in-person    **102** webinar

- KDMD/BFS Seminar Review Workshop in August 2011<sup>6</sup>

## Communities of Practice

During this reporting period, the K&L Portfolio also provided support to the Food Security/Agriculture Program on activities related to the East Africa Climate Smart Agriculture CAADP workshop and the Livestock-Climate Change CRSP. Utilizing KDMD's experience with communities of practice and practitioner learning networks, the K&L team designed an approach to assist CAADP climate-smart agriculture practitioners in conceptualizing and gathering information at their regional workshop around the potential creation, development, and maintenance of CoPs at the country and/or regional level. The approach:

- Highlighted the value of a CoP for an audience of regional practitioners
- Outlined the roles, responsibilities, and functions necessary for ongoing success

- Provided a framework for ongoing discussion among conference participants and organizers

The KDMD team coordinated closely with USAID's interagency Climate Smart Agriculture team to design a presentation that was shared at a facilitated session at the East Africa regional conference in Nairobi, Kenya in October 2011. The session resulted in the collection of useful information about current participant experiences with CoPs, online and in-person behaviors, and interest in developing a new CoP moving forward. These inputs and recommendations provided by the KDMD project will feed into CAADP as they consider future activities on knowledge sharing and communities around climate smart agriculture in East Africa.

Following KDMD participation in the Global AgriKnowledge Share Fair in Rome, Italy on September 26-29, the KDMD team partnered with representatives from the LCC CRSP at Colorado State University. The K&L team adapted the community of practice approach designed for the CAADP regional workshops and provided a sample presentation for a stakeholder assessment that the LCC CRSP conducted in November 2011 to gauge practitioner interest in establishing a more formalized community of researchers. KDMD will follow up on outcomes and next steps in the next reporting period.

## Online Agriculture Training Module

In addition to support for live events and post-event activities, the K&L Portfolio in collaboration with the ALT Portfolio, also assisted with the production of the Agriculture Sector Orientation Course, an online training module launched through USAID University in September. This module is similar to a traditional screencast, but also includes regular knowledge-checks to evaluate participant comprehension. This module was used as pre-work for the June Agriculture Core Course and the September Agriculture Overview Course. It replaces the in-person component and will continue to be both a useful stand-alone as well as supplemental resource for future agriculture trainings.

<sup>6</sup>The KDMD/BFS Seminar Review Workshop was an internal event attended by KDMD and USAID staff.

## 6.3 Communications

The Communications Portfolio continued to support the Food Security/Agriculture Program by implementing a preliminary communications strategy based on an understanding of optimal formats for intended effect and developing products tailored for specific audiences to easily access, digest, and apply knowledge resources. Over the reporting period, the major areas of focus for the Communications team were:

- Targeted outreach and engagement
- Enhanced event support
- Social media promotion
- Collateral development and distribution
- Feed the Future website redesign support

In addition to these activities, the Communication team continued to play an integral role in maintaining and updating content and providing quality assurance support for the Agrilinks website. The latter consisted of comparing the live Agrilinks site with existing wireframes and design slides. The following pages were tested during the QA process: event landing page, event nodes, library landing page, blog landing page, and homepage.

### 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 agriculture-led food security and effectively organize and disseminate it to provide increased value to the greater agriculture and food security community.

As part of this effort, the Communication team developed and began to implement early elements of an engagement strategy to promote the new Agrilinks website. A cornerstone of the engagement strategy was Agrilinks promotion at the AgriKnowledge Share Fair to showcase the site's features and related activities in front of a wide

stakeholder audience. The Communications team, in conjunction with the Food Security/Agriculture Program manager, led promotion efforts at the AgriKnowledge Share Fair in Rome in order to accomplish multiple goals:

- Promote Agrilinks and KDMD activities on the new web platform
- Gain a greater understanding of the BFS audience and how Agrilinks can best support their objectives
- Identify and engage with future content contributors for Agrilinks knowledge products and event series
- Strengthen relationships with strategic partners
- Learn about knowledge management best practices in the food security and agriculture community

The following list highlights the outcomes and outputs from the Agrilinks promotion at the Share Fair:

- 5 video interviews with agriculture, food security, KM practitioners, and industry experts (158 views)
- 14 new people added to the Food Security/ Agriculture Program mailing list, subscribers also received a targeted follow-up message
- 10 blog posts
- 50+ tweets and retweets
- Conference photography
- Features in event program and daily conference news briefs
- Video interviews featured on conference website following the event
- Collaboration with the LCC CRSP
- Collaboration with the Borlaug Global Rust Initiative

As a result of the connection made at the Share Fair with the Borlaug Global Rust Initiative, a follow-up

meeting was held in Washington, DC in October. Three members of the Global Rust Initiative joined KMD and USAID staff to discuss possible ways to leverage resources through a partnership with a non-USAID agriculture project of interest. The discussion also focused on learning around agriculture web platforms, seminars, social media, and other resources.

## Enhanced Event Support

The Communications team supported the Food Security/Agriculture Program during four Agriculture Sector Council Seminars, two FTF CSO Stakeholder Meetings, and one special seminar held during this period. Communications continued to provide general support around invitation preparation and dissemination for the program's events. Invitations reached an audience of 2,400 people on average. In addition to initial invitations, recipients also received a reminder email prior to the event and a follow-up email after the event (sent to individuals who attended as well as individuals who registered but did not attend) to provide the event screencast, presentation, blog post summary, survey, and/or other relevant resources. Overall during this period, the Food Security/Agriculture Program mailing list grew 33 percent to a total of 2,735 contacts.

Most notably, Communications began working with the program coordinator to implement enhanced features for three of four Agriculture Sector Council Seminars in conjunction with the social media strategy developed during this 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 Agrilinks (the seminar activity managers then worked with seminar presenters to post answers on the site in response)
- Greenroom Interview videos with seminar presenters/facilitators 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/screencast, post-event blog, discussion board for comments and questions, and the survey
- Advertising of the events and promotion of the post-event resources

## Social Media

Social media has opened up tremendous opportunities for enhanced engagement between USAID and its partners. Social media use by the KMD team has allowed BFS to broaden its reach and respond to different audience through different learning styles. As part of outreach and engagement efforts, the Communications Portfolio developed and implemented a social media strategy focusing initially on blogging and Twitter. The Agrilinks blog launched during the last reporting period but began to gain traction during this period as 31 blog posts were published. In this period, there were 1,237 unique views of all blog posts and 695 unique views of the blog landing page on Agrilinks. Communications created blog guidance to be distributed to various partners and key stakeholders to assist with the writing and development of blog posts. The Communications team also provided support on copy-editing, proofreading, formatting, and tagging for all blog posts. The Agrilinks blog featured series on the FTF Research Forum, USAID's 50th Anniversary (including former USAID administrator video interviews), and the Global AgriKnowledge Share Fair. Two blog posts from Agrilinks were also featured on USAID's Impact Blog in June 2011. All video interviews created during this reporting period were also featured on the Agrilinks blog.

The Communications Portfolio also supported the final production of the former USAID Administrator videos captured during the previous reporting period in collaboration with KMD's agriculture advisor, the K&L team, and USAID's Legacy in Agriculture Development Project. Communications created and integrated branding designs into video templates and finalized the

<sup>7</sup>KMD and BFS determined the content of two of the six identified was no longer appropriate at the time of release.

videos for publication. Communications published each of the four videos on the Agrilinks YouTube account and the Agrilinks blog<sup>7</sup> the week of USAID's 50th Anniversary.

The Communications team also began to integrate Twitter into Food Security/Agriculture Program activities. By the end of this reporting period, the Agrilinks Twitter account posted 82 total tweets, gained 116 unique followers, and was listed 6 times. Twitter was primarily used during live-tweeting of Agriculture Sector Council Seminars and the AgriKnowledge Share Fair. Communications also used Twitter for partner engagement through cross-posting with various partners.

## Collateral Development

The Communications Portfolio created new collateral and continued to update previous materials as needed (*see Figure 12*). These are some of the key tasks completed during this reporting period:

- Designed new Agrilinks bookmark to promote

new webspace (printed 700, distributed 500)

- Designed one-page overview of Agrilinks and associated KDMD activities (printed 1,000, distributed 800)
  - Agrilinks one-page overview was distributed at BFS regional and DC-based M&E trainings for USAID mission staff and implementing partners: West Africa (held in Ghana), East Africa (held in Kenya), Asia (held in Thailand), and Latin America and Caribbean (held in Washington, DC)
- Designed Agrilinks free-standing banner (displayed during Agriculture Sector Council Seminars, FTF Stakeholder Meetings, and AgriKnowledge Share Fair)
- Distributed Gender Brief Series (printed 300, distributed 100)
- Designed social media icons and background images
- Designed graphics for use in Greenroom Interview videos and conference Video Notes

**Figure 12**

Collateral designed to promote Agrilinks comes in many sizes and formats.

The figure displays three examples of Agrilinks collateral:

- Detailed one page factsheet:** A long, narrow document featuring the USAID logo and the Agrilinks logo. It includes sections for "PARTICIPATE", "CONTRIBUTE", "COLLABORATE", "ACCESS", "SHARE", and "CONNECT". It also highlights "Ag Sector Council Seminars", "FTF Stakeholder Meetings", and "AgExchanges". At the bottom, it states "AGRILINKS IS MANAGED BY THE BUREAU FOR FOOD SECURITY THROUGH THE USAID KDMD PROJECT".
- 7-foot free-standing banner:** A tall, vertical banner with the USAID logo and the Agrilinks logo. It features a large green "Agrilinks" title, the tagline "Achieving agriculture-led food security through knowledge sharing", and sections for "MONTHLY EVENTS", "DISCUSSIONS & COMMENTARY", and "RESOURCES". It also includes a "VISIT US AT: AGRILINKS.ORG" section with social media links.
- Bookmark:** A small rectangular bookmark with the USAID logo and the Agrilinks logo. It lists "FEATURES", "MONTHLY EVENTS" (Ag Sector Council Seminars, Feed the Future Stakeholder Meetings), "DISCUSSIONS & COMMENTARY" (Agrilinks Blog, AgExchange facilitated online discussions, Comment on events, blogs & resources), and "RESOURCES" (Technical guidance, Industry publications). It also includes a "WWW.AGRILINKS.ORG" link and the text "AGRILINKS BROUGHT IT TO YOU BY USAID'S BUREAU FOR FOOD SECURITY".

Detailed one page factsheet

7-foot free-standing banner

Bookmark

- Designed graphics for use in USAID 50th Anniversary administrator videos

## **Feed the Future Website Redesign**

The Communications team played a significant role in upgrading the branding and design for the Presidential Feed the Future Initiative's website. The Communications graphic design team was responsible for rolling out several new logo concepts and presenting these updated approaches to the client. The graphic design team took part in the strategic planning for the new site, including a review of the previous FTF website's layout and content. The team assisted with the information architecture and led wireframe development. Communications' graphic designer also designed the updated look and feel of the new website based on the wireframes and offered several design options that received positive feedback from the client. Infographics, along with other images, were developed to add visual interest and enhance the users' ability to scan content.

## KUDOS

"Tell the Communications Team, 'Nicely Done.' The graphic brought a smile to my face. Very bold and direct. I like it."

- USAID BFS Activity Lead on the redirect image on [KDID.org/agrilinks](http://KDID.org/agrilinks)

"I went on the Feed the Future site today. It's by far the best government site, and in general one of the most organized. It's very useful (interesting data). I was completely impressed. I had to let you know that!"

- Executive Vice President of OPIC

## **6.4 Adult Learning & Training**

The KDMD training team worked with BFS to develop, refine, and implement various trainings including the fourth 2-day Agriculture Overview Course for USAID new hires (DLIs), the second

5-day Agriculture Core Course targeted to mission-based USAID staff, and an online learning module. For all of the courses, KDMD provided instructional support for design and revision of the curriculum framework. Throughout the curriculum revision process, KDMD's ALT team and USAID worked in tandem to ensure a balance between the practical and theoretical agriculture concepts within each course. KDMD also provided logistical support to the courses which included, but was not limited to, caterer selection, participant communication, and on-site logistics management. Finally, as part of KDMD's standard post-course practices, each course planning cycle concluded with an AAR to document lessons learned and course-related successes. In combination with the participant feedback from the evaluation surveys, the AAR results provide important data which is incorporated into the next cycle of the course planning process.

## **Agriculture Overview Course**

The fourth iteration of the Agriculture Overview training in September consisted of 25 participants who will be based in 10 missions and Washington, DC. This 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. Twenty-two subject matter experts from USAID and USDA lent their support as presenters during the course.

In the interest of gathering richer participant feedback for the Agriculture Overview Course, KDMD implemented a new qualitative interview methodology with participants to supplement the survey collection. During the interviews, an A&L team member spoke with 16 participants regarding their opinions of the course and its objectives, what they learned, and how they intended to apply the knowledge in their work. This feedback was transcribed, coded, and presented along with the existing evaluation materials. The new participant data allows for a much more comprehensive context of the course feedback and complements

the AAR information as well. This learning will be documented in KDMD's Learning and Impact Report for Year 4 of the project.

## Agriculture Core Course

For the Agriculture Core Course in June, the curriculum development and planning process was conducted during the six months preceding the course dates. The revision process involved a core team of BFS staff and KDMD technical and instructional designers, supported by 47 technical experts from USAID, ACDI/VOCA, IFPRI, MCC, USDA, and University of Illinois. Thirty-three participants attended the course, representing 20 unique missions and the Washington, DC office.

Based on learning from previous iterations of the course, course objectives were updated, sessions were added and revised, and content within sessions was updated in coordination with the session leads. The Agriculture Core Course saw enhanced focus and the addition of 90-minute sessions on each of the following themes: linking agriculture to climate change, integrating gender into agriculture programming, and linking agriculture and nutrition. Additionally, sessions on learning and application and project design were also added to promote continuous learning and increase awareness of the many tools and resources accessible to participants through BFS and partners. Significant changes were made to the case activity to enhance application of the technical approaches and maximize peer learning.

While the curriculum design of the Agriculture Core Course reflected various revisions, the inclusion of an informal welcome reception remained the same from the December 2010 Core Course. Building on the success of the inaugural December reception, KDMD again worked with BFS to organize an informal reception for course participants, providing an opportunity for interaction among the course participants and between the participants' DC-based points of contact.

Similar to other courses offered through the Food Security/Agriculture Program, participants and presenters were both surveyed. Learning and recommendations from the training team were

## KUDOS

"I liked how the nutrition presentation turned to field staff in the audience to have them share their experience integrating agriculture and nutrition. I liked the game."

- June 2011 Agriculture Core Course participant

"The Game of Life in the Village was interesting. I could see a significant increase in opportunities with microfinance, and the frustration of poverty (barely surviving, unexpected setbacks preventing accumulation of assets)."

- June 2011 Agriculture Core Course participant

"The session on 'Working through Value Chains' was excellent. The speakers started with basic definitions and then involved us in figuring out how to use the concept. The presentation went beyond description."

- June 2011 Agriculture Core Course participant

"I found speakers to be very informative and relevant. I enjoyed the opportunity to meet with speed learning groups."

- September 2011 Agriculture Overview Course participant

captured in two different AARs that fed into the curriculum revision and planning for the next iteration of the Agriculture Core Course planned for December 2011. Efforts to work on this next iteration began again in September and were underway during this period, making minor revisions to the Agriculture Core Course process and working with presenters on their respective sessions.

## Orientation Online Module

Additionally, the ALT team contributed to the development of the online learning module of the Agriculture half-day training. As mentioned earlier in the K&L section, ALT provided support in developing learning objectives and knowledge-check questions to accompany each of the three sessions. This online module served as an on-demand,

self-paced learning tool for USAID staff who were unable to attend the in-person event. This also represented a collaborative effort across expertise in the project and partners.

## 6.5 Forward Statement

The next six months will be busy for the Food Security/Agriculture Program. The KDMD project has seen a marked increase in demand for its services. Activities for BFS have and will continue to accelerate. The Food Security/Agriculture Program's technical resources, seminars/webinars, online spaces, and trainings will continue to help USAID BFS achieve its goals of supporting the Feed the Future Initiative, promoting technical leadership within USAID, and coordinating the work of global partners and stakeholders.

KDMD will develop an engagement strategy based on preliminary engagement with strategic partners. Through pilot partnerships, KDMD will refine messaging, calls to action, and value propositions for partners and KDMD. The purpose of these partnerships is to grow the knowledge base in terms of quantity and quality of knowledge resources and approaches, as well as grow the community of practitioners engaged in knowledge sharing. This will be key to leveraging and extending the reach of the knowledge generated by the project, BFS, and partners. The idea of developing a community of knowledge management practitioners from different partner organizations implementing agriculture and food security projects will also be explored to improve the KM knowledge base for agriculture and agriculture-led food security.

KDMD will continue to support a range of activities to promote the reach and flow of agriculture and agriculture-led food security programmatic and KM knowledge among USAID staff and partners in Washington, DC and globally. Webinars, seminars, and online discussions will continue to serve as time-bound opportunities to gather, share, and connect with other practitioners around common interests, current themes, and resources on agriculture. Working Groups offer new opportunities to improve collaboration and knowledge sharing among discrete closed groups as well as potentially open communities. These will be complemented by special

seminars and webinars with strategic partners.

The Food Security/Agriculture Program has two distinct online platforms to support BFS and the agriculture and agriculture-led food security community: Agrilinks and the Feed the Future website. Agrilinks will continue to grow with improved and increased functionality as the technical knowledge sharing site for agriculture and food security practitioners. KDMD is working with BFS to redesign and upgrade, over a two-phase process, the FTF site aimed at more public audiences. This support improves access, for various stakeholders, to important information on the Feed the Future whole-of-government initiative led by USAID BFS. KDMD will work with BFS on promoting linkages between Agrilinks and FTF to leverage one another and strengthen awareness, knowledge, and engagement in the initiative. The team will also work to build out the FTF Private Sector Hub on the FTF website to expand outreach and information flows with strategic partners.

Capacity building activities for USAID staff include a strong focus on training. KDMD will continue to refine and implement the Agriculture Overview Course targeted at new DLIs in the Agency. Also, the project will refine technical content and implement the Agriculture Core Course in Washington, DC for the third time and then adapt the course format and content before implementing it regionally (in Bangkok) in June 2011. KDMD will work also with BFS to design and build a curriculum for a new Agriculture Project Design Course targeted at USAID mission staff. Efforts are underway to find more methods of connecting participants to each other (through online Working Groups) and promoting continuous learning (through linking them to ongoing seminars, webinars, online discussions, and resources on Agrilinks).

## KUDOS

"You truly set a high bar for other agency KM endeavors, and offer an unparalleled forum for this kind of activity."

- Member of the USAID EAT Project regarding seminars

## 7. JAMAICA BASIC EDUCATION PROGRAM

The purpose of the Jamaica Basic Education Program is to implement and manage the Partners for Educational Progress Community of Practice, a country-level community focused on improving basic education and early grade literacy in Jamaica. The CoP is a network of education professionals and stakeholders who collaborate virtually and in person to share knowledge, discuss critical issues, and provide peer support with the goal of advancing the country's education sector. The CoP is supported by a two-person facilitation team that is co-located with the USAID/Basic Education Project and works closely with community stakeholders and the USAID/Jamaica Mission to respond to CoP priorities. The CoP concept was introduced at a stakeholder workshop in June 2010 and formally launched on December 15, 2010. During the first 12 months, the CoP focused on rolling out a series of core CoP products, which include EduExchange online discussions, EduFocus publications, and a community newsletter.

In June and July 2011, the CoP developed, drafted, and issued the first community newsletter, which highlighted the activities undertaken since the CoP concept was first introduced and coincided with the end of the Jamaican school year. Also in July, the CoP hosted the first E-Query on literacy and at-risk youth, which was submitted by a member seeking experiences, good practices, and research from fellow members working in that sector. In August, the facilitation team participated in and documented the inaugural Camp Summer Plus, a summer learning and enrichment program for Grade Three students performing at or below grade level. The CoP team developed, drafted, and issued a Camp Summer Plus newsletter, which highlighted the approaches taken during the camp and the immediate results observed by parents, teachers, and other camp staff. In October, the CoP held a workshop that facilitated knowledge sharing between the educators who participated in Camp Summer Plus and teachers from select Jamaican schools.

During this time, the KDMD management team worked with USAID/Jamaica to revise the scope of the program to reflect mission budget constraints. This entailed revising the proposed activity list, narrowing the focus of the CoP to literacy, and reducing the number of in-person events. The KDMD management team also worked closely with the COR and USAID/Jamaica to manage the allocation of FY2012 funding and to troubleshoot issues as they arose.

### 7.1 Knowledge & Learning

During this reporting period, the K&L Portfolio worked with the facilitation team to plan and prepare for the June 21-24 EduExchange event. The K&L team helped register participants, provided training to the event moderators, and provided troubleshooting support during the live event. The K&L team also provided planning support to the Jamaica CoP program manager and facilitation team as they made adjustments to the work plan based on reduced funding.

### 7.2 Communications

The Communications team provided copy-editing, proofreading, 508 compliance, and design support for the production of the one EduFocus published during this period. The EduFocus Series, consisting of seven total publications, was uploaded onto the Jamaica CoP Practice Center in a navigable chapter format. Communications also worked with the program manager and Jamaica CoP facilitators to develop a newsletter email campaign. To create the newsletter, the Communications team developed wireframes, created design slides, and built an email template in MailChimp, KDMD's email marketing software. Communications provided copy-editing, proofreading, and design support for two newsletters, including full content reviews for the Camp Summer Plus newsletter articles. Social media sites including Facebook, Twitter, and YouTube were created for the Jamaica CoP during this

reporting period. 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 as the budget allows.

### **7.3 Forward Statement**

The Jamaica Basic Education Program is working under new financial constraints, which have affected the staffing of the project and the 2012 work plan. The major focus of the program will be to continue delivering the core CoP products—EduExchange online discussions and EduFocus bulletins—that address issues related to early grade literacy. The second priority will be to support in-person CoP events in coordination with partners in order to offset the costs and maximize reach. The third priority will be to continue building the long-term sustainability of the CoP through formal partnerships with other organizations and through additional sources of funding.

## 8. DEVELOPMENT CREDIT AUTHORITY PROGRAM

The purpose of the Development Credit Authority (DCA) Program is to provide support from KMDP Portfolios (A&L and ALT) to complement the Portfolio Management and Risk Assessments support to USAID's credit guarantee programs. DCA Portfolio Management responsibilities include maintaining relationships with financial institutions and USAID missions in over 50 countries, monitoring and reporting on guarantee performance on a semi-annual basis, processing any claim requests, ensuring all fees are paid in a timely manner, and troubleshooting any problems related to the guarantees. During the reporting period, the KMDP team:

- Completed the September 30, 2011 reporting cycle, reviewing and approving 153 loan schedule reports
- Coordinated the issuance of Notices of Payments Due for partners to pay their utilization fees
- Processed 7 claim requests for defaulted borrowers under the guarantees

In June and July 2011, KMDP coordinated with consultant Chris Ray to conduct risk assessments for new DCA agreements to support lending for agricultural enterprises in Tajikistan and residential energy efficiency investments in Kazakhstan. These proposed development credit agreements were presented to USAID's Credit Review Board and approved.

KMDP completed the design and launch of the DCA online course in September 2011. Out of 105 participants registered for the course, only 19 have completed the course and have received their certification. The make-up of these participants includes Foreign Service Officers, Foreign Service Nationals, and Financial Management Specialists. Evaluation comments highlight that they liked the varied format of the course and they felt the content was useful. The course allows participants to take only one lesson as a refresher or any of the lessons at their leisure. There may be an opportunity to revise

the online course to incorporate the recent strategic review and reorganization of the DCA office.

### 8.1 Adult Learning & Training

KMDP's ALT team began engaging with DCA in early 2011 to move their 2-day in-person training to an online format. KMDP captured the live event in April 2011 and then began working closely with DCA on the analysis and design of an online learning course. The full course includes online self-paced learning assets, interactive games, and a final exam. All learning assets include a knowledge-check section to ensure the user has attained the main objectives from that module. KMDP worked closely with USAID programmers to design the hosting environment in USAID University's LMS. The final learning modules, games, and final exam are hosted on this LMS. This project marked the first time in which KMDP developed a full online course as well as the first time the team engaged with USAID programmers to design the user experience and transfer all online assets to the Agency's LMS.

### 8.2 Forward Statement

In early 2012, DCA plans to revise the DCA online course to incorporate the recent changes in the office and also organize a learning event to share lessons learned and best practices from DCA experiences.

## KUDOS

"I LOVE them. I think you guys have done a really incredible job."

- DCA Communications Specialist regarding the online training modules

## 9. EUROPE & EURASIA PROGRAM

The overarching mission of the Social Transition team (ST) in E&E/DG/ST is to enhance the ability of all people in E&E countries to improve their quality of life by assisting these countries to establish 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 Democracy and Governance (DG) team continues to encourage economic and democratic policy gains in the region.

KDMD's role is to assist these offices—ST, Health, and DG—to develop 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 ST team looked to KDMD to assist in the logistics and knowledge capture of their event on inclusive education. The event was a discussion with Dr. Margaret McLaughlin (University of Maryland College Park) and Lynn Losert (JBS International) about best practices and continuing challenges in Europe and Eurasia, Latin American, Sub-Saharan Africa, and Southeast Asia, and took place at QED's office July 19, 2011.

The E&E DG team initiated plans for a 1-day commemoration event, "Twenty Years of Democracy and Governance Programs in Europe and Eurasia," and reached out to KDMD for assistance with logistics and knowledge capture. The commemoration was originally slated to be held on October 25; however the event was postponed until December 12, 2011.

The E&E Health team requested KDMD's assistance in showcasing USAID's health successes in the Europe and Eurasia region through a Health Success

Legacy project. After several consultative meetings, KDMD developed a plan to create digital stories. KDMD conducted research on health successes in seven selected missions, aided the Health team in deciding on the topic selection for the digital stories, and developed a concept for incorporating the various mission success stories into the selected topics. KDMD conducted preliminary phone calls with the missions to determine interest and resources available from these missions. KDMD also developed and recorded interviews with Foreign Nationals from four of the seven missions identified for the legacy project in order to inform a narrative script. Originally the Health team planned on producing three separate digital stories. However, due to budget concerns, only one story will be fully designed and produced. Material collection and script development will be completed for the remaining two digital stories, but actual production will depend on remaining funding.

### 9.1 Knowledge & Learning

During this reporting period, the K&L Portfolio provided knowledge capture support to the E&E Program for the inclusive education event held in July. A webspace on the Social Transitions site was created and a screencast was produced from this event that is currently shared online. The A&L team also supported this event by designing and administering event surveys.

In addition, the K&L team worked with the E&E team on the Health Success Legacy digital stories project providing key input into the digital story format and participating in interviews with mission representatives from Albania, Armenia, Azerbaijan, Belarus, Georgia, Russia, and Ukraine. K&L team members, in collaboration with E&E and Communications team members, recorded in-person and telephone interviews with individuals featured in the digital stories with anticipated final production by Spring 2012.

## 9.2 Communications

The Communications team was initially invited to help scope the Health Legacy Project along with members of the K&L team. KDMD Communications assisted in drafting the first round of interview questions, generating ideas for digital story formats, and facilitating the phone and in-person interviews with representatives from the seven participating USAID missions mentioned earlier. The project has moved into the second phase where each mission has given or will give a recorded interview which will later be used in storyboarding of the digital stories. Communications coordinated transcription services for these recordings and the resulting multimedia products are still in development.

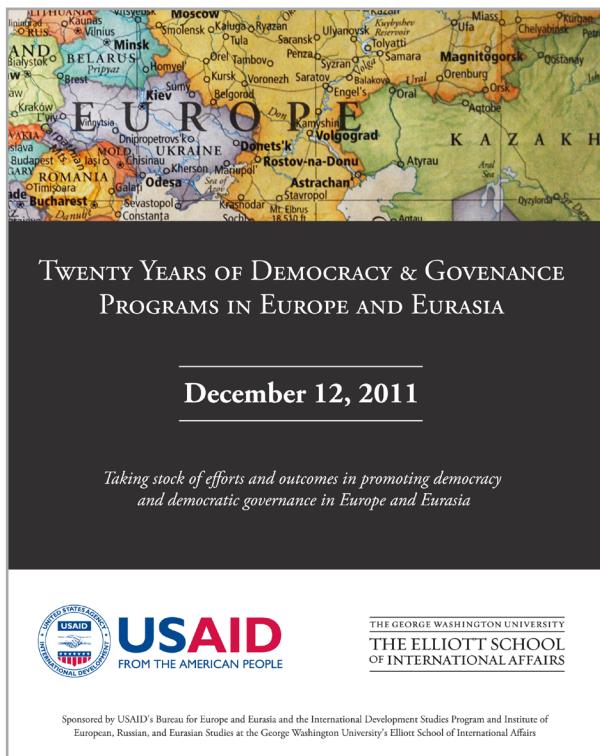


Figure 13

The complementary conference folder cover sheet helps to reinforce the branding of the event.

The Communications team also assisted in the invitation process and event webspace creation for the “Twenty Years of Democracy and Governance Programs in Europe and Eurasia” commemoration event. Communications produced event collateral, including posters, email campaign images, and a complementary cover sheet for the conference materials folder (*see Figure 13*).

## 9.3 Forward Statement

As the E&E Program budget was not increased with FY2011 funds, the program will continue the completion of the above mentioned activities, but no new activities are planned for the DG or Health teams. A work plan meeting is expected to take place soon to determine additional activities for remaining ST team funds.

The DG team will utilize the rest of their KDMD resources for the commemoration event as KDMD continues to assist with planning and logistics and helps to implement the event. KDMD will also provide post-event support, such as developing knowledge sharing products from the event to be posted to the webpage early January 2012.

The Health team will utilize their share of the funds on the Health Success Legacy project. KDMD plans to schedule the last three mission interviews in December 2011. Once the interviews have been conducted, all seven interviews will be transcribed and scripts will be created for the three digital stories. KDMD will reach out to the missions to gather relevant resources (as determined by the scripts) and to record the narrative script in order to pull together the final product by Spring 2012.

## 10. OFFICE OF DEVELOPMENT PARTNERS PROGRAM

During this period, KDMD met several times with the USAID activity manager for the Office of Development Partners Program to develop a work plan and process for several trainings to be held both domestically and overseas. These plans were put on hold as the Office of Development Partners re-organized.

### 10.1 Forward Statement

The Office of Development Partners recently completed its reorganization. In the new year, KDMD, along with the KDMD COR, will meet to determine the best course to meet the needs of the new office.

## II. POLICY, PLANNING, AND LEARNING PROGRAM

During this period, the Policy, Planning, and Learning (PPL) Program ramped up efforts to support USAID's objectives of holding evidence based summits, ensuring that KM issues are addressed within the context of strategic planning, project design, training, and implementation; and supporting the development of a strategic learning plan.

The team was very involved in the Agricultural Technology Adoption & Food Security in Africa Evidence Summit, hosted by USAID's Bureau of Planning, Policy and Learning, Office of Learning Evaluation and Research (PPL/LER), in partnership with BFS and the Agricultural Technology Adoption Initiative (ATAI) that took place June 1-2 (*see Figure 14*).



Figure 14

A practical equipment demonstration during the June Evidence Summit on agricultural technology.

In an effort to reflect upon and capture information on the various KM initiatives implemented by the Agency in the past, as well as glean lessons to inform KM policy moving forward, a KM Retro Scan Brownbag was organized on August 29.

The team organized and implemented the USAID Complexity Event that was held on October 12. The event was intended to respond to the considerable interest across the Agency to better understand

the central ideas of complexity theory and systems thinking and their implications for development practice in conflict and transitional settings. In order to identify and address KM gaps across PPL's various websites, KDMD facilitated conversations with PPL staff to better understand what each of PPL's websites offer and to explore reorganization possibilities. KDMD developed recommendations for PPL to consider for future website development.

KDMD was tasked with supporting the PPL/LER office by organizing an internal retreat to focus on building relationships between new and existing staff, address office priorities, and build an understanding of office activities going forward. KDMD was instrumental in formulating and implementing the retreat by interviewing staff, developing an agenda, and facilitating the retreat.

KDMD has also been critical in supporting PPL/LER's efforts to develop research policy and guidance. KDMD has developed a plan to facilitate several conversations with various USAID staff that conduct research in order for PPL to understand how research is currently being implemented and how guidance should be developed. The discussions should take place in the new year.

Finally, KDMD was asked to fill a gap in the capture of the Symposium on Future Development Challenges, sponsored by PPL's Science and Technology office and held November 4 in the Woodrow Wilson Center of the Ronald Reagan Building.

### II.1 Web Development

In May, the Web team created a customized event page for the Agricultural Technology Adoption & Food Security in Africa Evidence Summit, held in June 1-2. Hosted on Agrilinks, this webspace provided pre-event information, facilitated event discussions, and post-event resources.

In September, the Web team created a new type of KDID event webspace for the October Complexity Event that allowed greater scope and flexibility to meet event demands. Hosted on KDID, this webspace provided pre-event information, resources, and presenter biographies. Additionally, the Web team created a Complexity group space for continued post-event discussions, facilitation, and resource contributions. The Web team also created a new KDID event space for the USAID Futures Symposium held in November to host pre-event information and post-event resources.

In addition, KMD worked with the LER and Strategic and Program Planning offices within PPL to help them articulate the audiences and objectives for their existing and planned web spaces and to identify overlaps and opportunities for streamlining messages and functions among the sites. KMD made recommendations and will continue to work with these offices to hone their strategy for using the web for their knowledge and learning activities.

## 11.2 Knowledge & Learning

The K&L Portfolio provided knowledge capture and product generation support to the PPL Program for events held during the reporting period including the Agricultural Technology Adoption & Food Security in Africa Evidence Summit. The summit highlighted the role of technology in African agricultural production, and identified technologies appropriate for small-scale African farmers, particularly those with proven potential to enhance productivity, incomes, and food security. A draft agricultural technology assessment tool was developed by summit organizers and reviewed by summit participants in an effort to create a useful output for those considering scaling up or adopting an agricultural tool. The knowledge shared at the event was captured in nine screencasts that can be accessed through the KDID portal library.

The Complexity Event, held in October, contributed to PPL's objective of supporting evidence-based policy and programming by introducing complexity thinking to those unfamiliar with it. The event

provided opportunities for deeper discussion of how to better adapt development practices to complex environments. Attendees learned about applying complexity to various contexts from academics, current and former USAID staff, NGO and private practitioners, and also participated in facilitated discussions to better understand how to apply complexity to the various stages of the program life cycle (assessment/planning, design, implementation/monitoring, and evaluation).

The Complexity Event was attended by 61 people in person and 18 via webinar. The KMD team developed a webinar for event sessions including "What is a Complex System and How is it Different?" and "How Do These Conceptions of Complexity Help Us Think and Act?" Following the event, the team produced three screencasts that can be accessed through the KDID portal library.

To maximize the knowledge of evaluation expert Michael Quinn Patton in applying complexity theory to evaluation, an evaluation workshop was developed on October 13 for USAID's Evaluation Interest Group (EIG) to better understand utilization-focused and developmental evaluations. The workshop was offered as a webinar for those unable to attend in person. The workshop was followed by an evening reception with EIG members to provide an opportunity for those that could not attend the workshop to meet Michael Quinn Patton. The workshop had 24 in-person participants and 10 via webinar. From the workshop, the team developed a webinar featuring presenter Michael Quinn Patton and screencast that is available on KDID.

In August 2011, the K&L team provided support for a Society of International Development (SID)-Washington Knowledge Management Working Group event, "Knowledge Transfer & Peer Mentoring: A Conversation with Steve Trautman." During this event, presenter Steve Trautman shared his unique approach for facilitating knowledge transfer and training and mentoring strategies with working group members. This event included an in-person audience, as well as virtual participation via webinar.

The August Brownbag brought together current and former USAID staff with KM expertise to discuss the following questions through a facilitated discussion related specifically to the Agency's KM activities:

- Considering these initiatives, what was intended and what happened?
- Looking over Agency history, why have things evolved as they have?
- As we consider broadly what worked and what didn't, what might we say?
- What can we learn from the Agency's experience with these initiatives as we go forward?

Throughout the discussion, it was recommended that the Agency cultivate a culture of learning; infuse KM into all positions so that everyone is contributing to knowledge sharing; take existing initiatives and focus on how to use them better; recognize, support, and utilize cross-cutting working groups; and develop a shared vision for KM at USAID.

KDMD also captured a Policy Briefing by LER's office director Cindy Clapp-Wincek on October 31 and created a screencast that can be provided to new staff as an overview. The screencast eliminates the need to repeat the same briefing continuously for new staff.

### 11.3 Communications

The Communications Portfolio provided varying levels of support for four of the events in which KDMD's PPL Program participated.

In June, the team assisted in the invitation process and webspace creation for the Evidence Summit and created event collateral, including posters and a complementary cover sheet for the conference materials folder.

At the end of September, a Communications team member also had the opportunity to participate in the Knowledge Management for Development

(KM4Dev) community Face to Face Meeting in Rome, Italy. During this gathering, KDMD facilitated a 2-hour Open Space on the topic of how to initiate a KM strategy for aid agencies. There were 19 participants during the robust discussion and the team produced a synthesis report for USAID's PPL activity lead. The report is currently being used in the PPL Program's KM Scan activity.

For the Complexity Event in October, the Communications team worked with the Web Development Portfolio to design the event webspace and also provided advice on invitation branding and design. The resulting design concept was used to create event collateral and a video branding design. During the event, the Communications team was on hand to record still photography and video interviews. Of the 10 interviews recorded, 1 composite video has been produced (on the meaning of complexity theory, as defined by several different experts) and 1 video is still in draft form awaiting USAID approval. Finally, Communications provided copy-editing, proofreading, and design support for the production of the event brief which has also been submitted for USAID review before finalization.

## KUDOS

"Dear KDMD Team - I want to thank you all for your professionalism, hard work, and excellent support that you provided in the planning, and execution of the Evidence Summit on Agricultural Technology and Food Security in Africa, June 1-2, 2011. Verbal feedback on the success of the summit from participants has been very positive, and reflects the skills and experience of the KDMD team. I look forward to our continued collaboration, as we work towards implementing the post-summit activities."

- Evidence Summit organizer from USAID PPL/LER

## KUDOS

"I was particularly impressed at those moments when my energy waned on the project that you continued to demonstrate a high level of enthusiasm for the work and interviews. You seemed as interested and energetic with the last person as you did with the first."

- Symposium organizer from USAID PPL/ST regarding the video interview activity at Futures event

"I want to give you and your team a really big thank you for the superb job you did in making yesterday's Complexity Event such a success, both in the preparations and in managing things on-site yesterday. The highest compliment in pulling off events like this is that all of the logistics, AV, and on-site management are so seamless that no one notices and all of the focus can be devoted to the substance of the meeting"

- Complexity Event organizer from USAID PPL/LER

As mentioned earlier in the program's executive summary, KDMD was involved in PPL's Symposium on Future Development Challenges in November. Prior to the symposium, the Communications team worked closely with the program manager to develop the video capture strategy. KDMD developed a plan to record and produce video vignettes of breakout session participant impressions, as well as conference organizer and other USAID staff insights. The videos will provide viewers an understanding of why the conference was organized and highlight participant reactions in how the lessons may be applied to their work following the conference. A team of 4 KDMD staff was on hand at the event to record video interviews with the participants, resulting in 32 interviews. Communications coordinated transcription services for these videos and the resulting multimedia products are still in development.

### 11.4 Forward Statement

KDMD will continue to work with PPL on further developing the Learning Lab and KM Scan activities. These are exciting opportunities for KDMD, and through these initiatives KDMD can help promote cutting edge processes that have the chance to be widely adopted in the Agency to make USAID a leader in development work.

PPL/LER's current priorities include developing and rolling out a strategic learning plan and supporting missions to develop and implement their own learning strategies. KDMD has begun assisting PPL/LER by developing plans to better define KDID's Learning Lab audience, purpose, and content. The Learning Lab will host guidance to missions on how to develop and implement learning strategies

KDMD is also conducting research on various organizations to glean important insights into how KM can be launched, institutionalized, communicated, and used to learn lessons and adapt strategic plans. Other activities such as an e-Consultation or challenge may be implemented in the coming year to also capture other KM strategies not already identified in the research.

## 12. KMD MANAGEMENT AND PERSONNEL

Effective contract and financial management is important for this large, complex project. QED management regularly communicates with the COTR and the Contracting Officer regarding financial and contractual matters. Accurate and detailed monthly vouchers for KMD 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. KMD management reviews and approves all project time and expense reports.

Currently, the KMD 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, KMD 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 KMD orientation materials; frequent and consistent use of AARs; and hand-off procedures.

### 12.1 KMD 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 Catherine Horn to Program Manager for PPL, ODP, and E&E
- QED promoted Jessica Ziegler to Communications Portfolio Manager
- QED hired Owen Johns to replace Catherine Horn on the Assessing & Learning Portfolio
- QED hired Patchanan Owen as the Microlinks and Agrilinks Site Manager
- QED hired Anina Tardif-Douglan as a Project Assistant
- QED hired Nick Fitzsimmons as a Drupal Developer
- QED hired Ashleigh Mullinax as the Knowledge & Learning Portfolio Manager
- IRG hired Adrian Gaskin as an Audio/Visual Specialist on the Knowledge & Learning team
- QED employee Corbett Hix transitioned from Communications Portfolio Manager to Senior Creative Consultant

### 12.2 KMD Sub-Contractors

International Resources Group, Training Resources Group, and Global Learning Systems continue to provide support to KMD. Web development work continues to be supported by Zaloni, the lead website development firm for KMD's many websites.