



**Knowledge-Driven Microenterprise
Development (KDMD)**

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Semi-Annual Report

November 15, 2009 – May 14, 2010

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1. Introduction

The QED Group, LLC is pleased to present this report to showcase the work that was completed from November 15, 2009 – May 14, 2010.

This report was prepared collaboratively by the entire KDMD team and it represents their hard work and accomplishments over the six-month period.

2. Technical Work Plan: Core Activities

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

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

This will be the last semi-annual organized by the core activity areas. With the phenomenal growth and success of the buy-ins to the KDMD contract, through discussions at management retreats and with the re-organization of the KDMD Team earlier this year, KDMD leadership decided to organize the 2010-2011 workplan around the activities and tasks of the Program Managers (core, buy-ins and grants). The Program Managers will create workplans detailing major activities and milestones and will identify the needed support from each of the Portfolio Teams. The Program and Portfolio Teams are listed below.

KDMD Programs

- Microenterprise Development office/Core
- Office of Agriculture
- Development Credit Authority
- Economic Growth Office
- Europe and Eurasia Social Transitions Team Grants Under Contract/Learning Networks
- Jamaica Mission Basic Education Community of Practice

KDMD Portfolios

- Adult Learning and Training
- Assessing and Learning
- Communications
- Knowledge and Learning
- Web Development/Management

With this re-organization of the workplan and for the next semi-annual report, KDMD leadership is making it easier to understand and follow the development and implementation of the many efforts, tasks and projects of KDMD.

2.1 Knowledge Stock

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

Tasks Completed:

- **Increased knowledge** stock by remaining in frequent contact with key partners, including FIELD-Support, SEEP, and other key MD partners to identify areas of opportunity and collaboration. KDMD has posted more than 35 new documents, 5 Energy Links podcasts, 13 images, and five new activity descriptions on microLINKS from 11/15/2009 through 05/14/2010.
- **Maintained a resource section** on microLINKS dedicated to following the ongoing global financial crisis and its effects.
- **Developed six Notes from the Field.** KDMD has featured a new Note from the Field on the first Wednesday of the month which is highlighted in the *Connections* newsletter. The following Notes were produced in this reporting period:
 - **December 2009:** *Note from Honduras: Blending Finance, Technology, and Training to Encourage Responsible Growth*
 - **January 2010:** *Note from microLINKS: Bridging Distances to Tackle Regional Challenges*
 - **February 2010:** *Note from the African Diaspora Marketplace: Supporting Entrepreneurship for Diaspora-Driven Development*
 - **March 2010:** *Note from Afghanistan: Expanding Access to Formal Financial Services*
 - **April 2010:** *Note from Haiti: Improving Relief Efforts through Market Mapping*
 - **May 2010:** *Note from Bolivia: Expanding Market Opportunities for a Rural Microenterprise*
- **Conducted four interviews** with thought leaders in the microenterprise development field at the SEEP Conference 2009 (this was not captured in the previous semi-annual report). These interviews were posted on microLINKS.
 - **Thulasy Balasubramaniam** - Engineers Without Borders, Canada,
 - **Ranya Abdel-Baki** - Executive Director, Sanabel Network
 - **Drew Tulchin** - Social Enterprise Associates on the Financial Reporting Standards Initiative
 - **Alison Griffith**, Practical Action
- **Conducted three (3) interviews** with the microRISK Alliance Learning Network:

- Brian Cox, MFX Solutions
 - Kate Phinney, Cygma Risk Management Facility
 - Robert Mora, TriLinc Global
- **Produced the final Migrant Remittance Newsletter** containing an editor's note from Manuel Orozco, commentary on global remittance flows, a remittance profile of Brazil and announcements of events and new publications.

2.2 Knowledge Flow

2.2.1 Planning (Strategy & Analysis)

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

Tasks Completed:

- **Developed transitional strategy** for migration to Drupal site KDID.org. The strategy addressed website development, internal support, and stakeholder engagement and supports the transition to microLINKS 2.0 and KDID.org through the pre-beta, beta, and roll-out stages.

2.2.2 Communications

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

Tasks Completed:

- **Developed Engagement Strategy** for microLINKS and KDID. This strategy details the methods of engagement, activities, messaging and tactics the KDMD Team will use to engage existing users to participate on the new sites. This strategy also addresses **Social Media** and how the KDMD Team will employ social networking tools to engage current users, to use alternate channels for promotion and bring new users to the site.
- **Continued the planning for the promotion, outreach, and dissemination** of scheduled activities with additional efforts rolled into plans for the launch of the KDID site (see transitional and engagement strategies above). The plans include audience assessment,

engagement and recruitment of beta members, key message development, and communications development.

- **Launched Mission Needs Assessment** for the MD office. This effort encompasses review of existing data on Missions, focus groups and a survey to send to Missions. The Communications Team has completed a data review and benefited from two e-consultations that the KDMD conducted for the Office of Agriculture with select Mission staff. With the Assessing and Learning Team, the Team drafted the Mission Survey, in anticipation of sending it out in July. The Communications Team also planned a focus group with Economic Growth Officers, slated for June 22. This effort will inform on the development of a communications strategy for the MD office and of activities and outreach for KDID and the new microLINKS site.
- **Developed Engagement Strategy for SocialTransitions.org.** The Communications Team worked with the Europe Eurasia Social Transitions buy-in team in not only developing an engagement strategy for the new site, www.socialtransitions.org but also in the development of promotional material, content development and a bookmark advertising the new site.
- **Continued building relationships** with key organizations and firms to proactively maintain communication to ensure effective collaboration and coordination. This activity was accomplished in close coordination with the COTR. The KDMD Team held meetings with Microfinance Gateway, Microcredit Summit, Development Gateway, and a planned meeting with Global Development Commons.
- **Maintained regular contact** with other MED knowledge sharing partners—web site and listserv administrators, conference planners, bloggers, working groups/network moderators, among others—to recognize opportunities to maximize visibility and dissemination of MD activities.
- **Created targeted communications products** in fulfillment of specific MD communications and knowledge sharing objectives and published communication products showcasing innovation, including flyers and handouts as requested.
- **Advised on the Value Chain Development wiki.** Provided ongoing **quality assurance for all materials**—print and digital—to ensure the highest standards in messaging, style, and branding were consistently met.
- Continued **streamlining internal communications** and outreach guidance on the team wiki.

2.2.3 Event Production

Summary: The KDMD Team worked with MD and Ag to develop pipelines of topics for its seminar series including the Value Chain Breakfast, the Microfinance After Hours and the Ag Sector Council series. KDMD identified and secured appropriate speakers and advised them on message delivery techniques. The seminars were organized with accessibility and participation through teleconferencing and webinars. The KDMD Team formatted and branded the presentations and made them 508 compliant, advertised the events to appropriate audiences, and produced a screencasts of the seminars.

Tasks Completed:

- **Produced four Breakfast Seminar Series** and posted their screencasts on microLINKS. On average, these events attracted approximately fifty in-person participants and approximately thirty webinar participants. The seminars for this reporting period included the following speakers and topics:
 - **November 19, 2009:** Brook Johnson (NCBA/CLUSA), *Juggling Environmental and Economic Goals in Natural Resource Value Chains: Apples and Oranges?*
 - **January 28, 2010:** Ruth Campbell (ACDI/VOCA) and David Neven (DAI), *Does the Value Chain Approach have Relevance for Food Security? The Case of Rice in West Africa.*
 - **March 11, 2010:** Ivan Idrovo and Marian Boquiren (SDCAsia), *Facilitating Behavior Change for Improved Competitiveness and Poverty Reduction: Experiences from the B-ACE Project in the Philippines.*
 - **April 8 , 2010:** Zan Northrip (DAI), *Using Evaluation Findings to Drive USAID Learning.*
- **Produced five After Hours Seminar Series** and posted their screencasts on microLINKS. On average, these events attracted approximately forty in-person participants and approximately thirty webinar participants. The seminars including the following speakers and topics:
 - **November 11, 2009:** Ella Delio (World Resources Institute), Mathew Chandy (CHF International), and Elizabeth Israel (Green MicroFinance), *Financing Clean Energy for the Bottom of the Pyramid: A Comparison of Approaches in India and Prospects for Replication.*
 - **December 9, 2009:** Pamela Brown (Cygma), Brian Cox (MFX), and Robert Mora (Tri-Linc Global), and moderator Thomas Debass (OPIC), *Evaluating Risk Management in the Microfinance Community through Tools, Case Studies and Guiding Principles.*
 - **January 13, 2010:** Professor Ibrahim Warde (Fletcher School Tufts University), *Microfinance and Islamic Finance: The Nexus.*

- **February 16, 2010:** Esther Duflo (MIT), *Evaluating the Impact of Microfinance*.
- **April 22, 2010:** Dean Karlan (Yale University), *Learning What Works, What Does Not, and Why*.
- **Developed thirteen Agriculture Sector Council Seminar and special agriculture events screencasts** and posted them to the Ag Events and Office of Agriculture pages on microLINKS. KDMD made it possible for the Office of Agriculture to make six of these in-person seminars available through a webinar to reach a wider and field-based audience. The screencasts include the following events, speakers and topics:
 - **December 1, 2009:** Rob Bertram, Eric Witte, and Meredith Soule, USAID Office of Environment and Science Policy, *USAID Support for Agricultural Research*.
 - **December 1, 2009:** Saraha Moon Chapotin, Larry Beach and John McMurdy, USAID Office of Environment and Science Policy, *Biotechnology in Agriculture*.
 - **December 1, 2009:** Bahiru Duguma, USAID Office of Agriculture, *Overview of the Collaborative Research Support Programs*.
 - **February 2, 2010:** Dr. Jason Clay, World Wildlife Foundation, *Feeding People and Maintaining the Planet*.
 - **February 19, 2010:** Eric Crawford and Duncan Boughton, Michigan State University, *Food Security III Leader Award Overview: Harnessing Applied Research for Improved Food Security Strategy Implementation*.
 - **February 19, 2010:** Thomas Jayne, Michigan State University, *Smallholder Productivity Growth and Market Access: Recent Findings and Implications for GHFSI Implementation Strategy*.
 - **February 19, 2010:** Steve Haggblade, Michigan State University (Q&A Facilitated by USAID Office of Agriculture Director, Josette Lewis), *Regional Dimensions to Productivity Growth and Market Access*.
 - **March 4, 2010:** Sandra Russo, USAID Office of Agriculture, *Gender, Agriculture and Global Food Security*.
 - **March 17, 2010:** John Becker and John Thomas, *An Update on the Bumpers Amendment*.
 - **March 17th, 2010:** Franky Lusby and Scott Merrill, *Facilitating the Development of an Outgrower: A Manual*.

- **March 26, 2010:** Dr. Francis Stewart, Centre for Research on Inequality, Human Security and Ethnicity (CRISE), *Horizontal Inequalities as a Cause of Conflict: A Review of CRISE Findings*.
- **April 14th, 2010:** Wade Channell, USAID Office of Economic Growth, *A Proposition, a Paradigm and A New Path Forward*
- **May 12th, 2010:** David Hegwood, USAID Office of Agriculture, Senior Advisor on Food Security, *The Multilateral Dimensions of Food Security*.
- **Help planned and participated** in the **Africa Diaspora Marketplace (ADM)** on January 12 and 13, 2010, including the following tasks:
 - **Participated** on the ADM Steering Committee and Event Workgroup.
 - **Maintained and updated** the ADM site timeline, material, and news leading up to, during, and after the ADM.
 - **Developed and presented 5 learning events, including:**
 - The importance of Diaspora Community Investment for African Development
 - Supporting an Enabling Environment for Business Development
 - Benefiting from Technical Assistance Available to New and Expanding Businesses
 - Identifying Best Practices for Marketing in Africa: Lessons from the Business Growth Initiative
 - Gaining Assistance from the International Finance Corporation: Resources for Small and Medium Enterprises
 - **Produced and uploaded** a screencast.
 - **Organized volunteers**, coordinated with vendors and created a slideshow that was displayed during the event.
 - **Wrote a Note from the Field** on ADM, which was published in February, 2010.

2.2.4 Collaboration & Knowledge Sharing

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

Tasks Completed:

- **Facilitated four** online collaborative events including **two, three-day, Speaker's Corners and two, three-day, e-Consultation activities**. The Speaker's Corners were hosted by a leading expert or practitioner on a topical MED and/or poverty analysis issue. The e-consultations were private discussions for a targeted list of invitees with the purpose of gaining feedback and expert input on ongoing products and research.

- **April 14-16, 2010: *Aligning Stakeholder Interests: Making Institutional Transitions Work***. Hosted by Deborah Drake, ACCION, facilitated by Lauren Burnhill, One Planet Ventures, Elissa McCarter, CHF International, Alex Silva and Brian Busch, Calmeadow, and moderated by Elizabeth Rhyne, Center for Financial Inclusion.
- **May 11-13: *Microfinance & Energy: Scaling Up Energy Access through Enterprise-Based Approaches and Innovative Financing***. Hosted by Jeffrey Haeni and Carissa Page of USAID, and facilitated by Jennye Greene of E+Co, Ellen Morris of Arc Finance, David Levai from the Center for Financial Inclusion, Jacob Winecki of Simpa Networks, and Phyllis Kariuki and Kavita Rai of GVEP International.
- **April 20-22: *Behavior Change Perspectives on Gender and Value Chain Development***. Hosted by Jennefer Sebstad and Cristina Manfre, ACDI/VOCA.
- **April 27-29: *Impacts of Social Norms on Value Chain Performance***. Hosted by Mike Albu, Practical Action, and Elizabeth Dunn.
- **Conducted four Regional Webinar Consultations** from April 28-29 with Agriculture-focused Mission staff. Perspectives were gathered on key technical areas of interest, skills and information needs for designing and managing agriculture programs. These e-consultations supported and informed the design process for a week long Core Agriculture Course scheduled for December. Additionally, the information gathered will be used in the design and delivery of several online and in-person learning events starting in June.
- **Initiated, advised and supported Communities of Practice and Learning Networks (LN)** as needed and provided training to its facilitators and/or leaders. KDMD also coordinated activities and learning across CoPs. The following activities listed below strengthened communities and networks:
 - **Learning Networks:** The KDMD team continued to build upon its knowledge of learning network processes and planning through the coordination of one final learning network workshop and a mid-term learning network workshop, as well as other online and in-person peer collaboration activities.
 - **Interviews with Learning Network members** in February to understand their satisfaction with the learning network, understand any challenges or issues, and ascertain the level of interaction the facilitator should have with the grantees. Results were compiled and presented to grantees.
 - **microRISK Alliance (MRA) Learning Network:** MRA Learning Network completed their final learning products and activities, including:
 - **After Hours Seminar** Presentation by all MRA members on December 9, 2009.

- **The final workshop** was held in February 9, 2010 where the knowledge products were finalized, including a Final Group Report, audio interviews and a brownbag lunch.
- **The KDMD Team developed** an outreach strategy and created a bookmark for MRA members to give out at conferences about the MRA webpage. *MicroCapital Monitor* and *Connections* both published articles developed by the MRA Team.
- **MRA hosted its final meeting**, a USAID Brownbag, on April 20 at the Ronald Reagan Building. One result of the meeting was emails of interest to utilize the MRA tools by a USAID microfinance project.
- **The Assessing and Learning Team** developed an online survey to assess interest and usage of MRA products and services.
- **The GROOVE:** The GROOVE held various in-person and online activities during this period as well as submitting their quarterly learning journals.
 - **Ask the Expert.** The KDMD Team arranged for the following sessions:
 - **How to host** and facilitate Webinars, Bonnie Strong, KDMD on February 24, 2010.
 - **How to build** learning networks and communities of practice, Tam Pham on April 19, 2010.
 - **How to conduct** and build internal capacity for value chain training and value chain training facilitators, SDC Asia on March 11, 2010.
 - **Peer Assists.** One informal Peer Assist among Practical Action, CHF and CARE on building internal learning networks (within an organization) and leveraging trainings was arranged for March 12, 2010.
- **Poverty and Conflict:** The learning network collaborated on various Peer Assists and held monthly calls to update each other during this reporting period including:
 - Poverty Assessment Tools Presentation by Margaret Richards from IRIS on December 17, 2009.
 - Preparation for mid-term meeting, scheduled for May 18 and 19, 2010.
 - Submission of Quarterly Learning Journals in January and April.
- **Continued strategic partnership** with AED-led FIELD-Support LWA.
 - Attended Partners Meeting on January 22.
 - Met with representatives from AED to discuss opportunities and requirements for FIELD-Support projects on KDID.

- Continued to post new and updated associate awards and pilot activities as requested.
- **The SID-Washington Knowledge Management Workgroup** continued to prove popular with both live and international webinar audiences and hosted three events:
 - **December 16, 2009:** *The Power of the Question: Using Appreciative Inquiry in International Development*
 - **February 23rd, 2010:** *Open Data: Can we make M&E data easier to find and use?* (co-hosted with the Development Information workgroup)
 - **April 22, 2010:** Development Practitioners Forum and presentation on Global Pulse 2010
- **Other contributions to the field of Knowledge Management** include presentations to the e-Gov conference by Stacey Young, Tony Pryor and Thom Sinclair.

2.2.5 Product Development & Dissemination

Summary: KDMD continued to proactively identify topics, opportunities and a strategy for effective dissemination of knowledge products to target audiences, including product reviews of all major microLINKS products and discussion about future KDID products. The Communications Portfolio Team discussed preliminary changes in all postcards, templates and communications collateral to reflect the new design, features and colors of microLINKS and KDID. All product review notes are posted on basecamp.

Tasks Completed:

- **Conducted** product review on *Connections*, April 28
- **Conducted** product review on Speakers Corner, April 30
- **Conducted** product review on Breakfast and After Hours Seminars, May 6
- **Conducted** product review on Notes from the Field, May 11
- **Continued to develop and distribute *Connections*** eNewsletter on the first Wednesday of every month

2.2.6 Training & Learning Supports

Summary: Training and Learning Supports focused on the courses developed and offered through the Economic Growth Office, the Office of Agriculture and the MD office.

- **Presented results of needs assessment** (training survey and EG interviews) at second Stakeholder Meeting. More than 15 experts from the EG Office attended the meeting, who reached consensus on developing an EG blended learning solution.
- **Offered EG Overview Course** in December 2009. This iteration of the EG Overview course was an initial stage of blended learning with a limited number of pre-course modules and reading assignments.
- **Offered EG in Post-Conflict Countries** course in January 2010. This iteration of the EG Overview course was an initial stage of blended learning with a limited number of pre-course modules and reading assignments.
- **Offered stop-gap version of the EG Overview Course in April – May, 2010.** This iteration of blended learning was a solution offered to a DLI class that was unable to attend the full blended learning course. The stop-gap consisted of online EG Overview screencast modules as well as in-person Ask the EG Expert sessions, which allowed participants to meet the Experts and discuss the key concepts of each of the four EG pillars.
- **Designed and developed EG Overview** blended course through a series of consultations, module development, testing, deployment and implementation. Pre-course work implemented in May 2010.
- **Organized and delivered** Microenterprise Development Value Chain Approach half-day training to DLIs in April 2010 with the Microenterprise Development office
- **Designed course curriculum for a two day Agriculture Short Course** targeting new DLI staff for the Office of Agriculture. The training will be piloted on May 19th and 20th, 2010 and will be the first training event for new staff on agriculture supported by the office in approximately 10 years.

2.3 Knowledge Infrastructure

Summary: The knowledge infrastructure supporting the KDMD project continues to expand to include innovative new tools and human resources to improve internal production abilities. Newsletter management has moved to a new platform, MailChimp, which provides better tracking, contact management, improved production efficiency while creating a more robust foundation for future email communication needs to members of the KDID Portal.

Web statistics continue to be gathered through various tracking tools. Updates to the iGoogle have been put on pause due to USAID requirements concerning website monitoring while a comparable solution is identified.

The KDMD team expanded to meet the needs of in-house website development. QED hired Greg Schnippel as a full time employee adding an experienced programmer and Drupal expert to permanent staff. Sean Hanover, an experienced website project manager, was contracted to guide the technical development of the KDID portal.

Tasks Completed

- **Developed Content cleaning strategy for Migration.** The KDMD team developed a process for readying content from previous sites for bulk upload to the new site. This reduced dependency on outside contractors for this work and is a foundation for content migration for future sites.
- **Completed the BETA Social Transitions.org site.** This site was approved by the client in the beginning of May and was submitted to LPA for approval in mid-May.
- **Hosted successful BETA activities on the new microLINKS** in May 2010 with a Speakers' corner and an e-Consultation. New features include the ability of members to respond to discussion points via email instead of logging into the site.
- **Continued development of KDID.org** where it reached beta development stage. The site will be submitted to LPA review in June, 2010.
- **Established a Quality Assurance (QA) team in May, 2010**, in preparation for the deployment of Social Transitions, KDID, and microLINKS. This was a new feature of the organization and served to monitor both functional capabilities of the sites as well as ensure LPA review and approval. Social Transitions was QA'ed in three days and required very little modification after initial LPA review, as a direct result of the QA team's diligent operations.
- **Continued development of microLINKS.org** where it reached beta development stage. The site will be submitted to LPA review in July, 2010.
- **Worked with Office of Agriculture on preliminary strategy for a web presence** through KDID (agriLINKS.org) and developed interim webspace for client through pages on microLINKS (microlinks.org/AgEvents).
- **Conducted preliminary content cleaning and migration** work for Poverty Frontiers web site.
- **Launched Economic Growth Learning Center (EGLC) website** in November to facilitate online pre-course learning for the December EG Overview course. The EGLC has since been used to facilitate pre-course work for the EG in Post Conflict Countries course and the June 2010 EG Overview course.

- **Laid groundwork** with Global Learning Systems LLC to integrate the EGLC and the OnDemand LMS on a trial basis. EG Overview Course participants needed a secure, seamless link.

2.4 Grants under Contract (GUC) Management

Summary: KDMD's GUC program reached its peak during this reporting period after awarding 15 grants and obligating nearly \$2.3 million dollars. The “New Partners in Value Chain Development” grantees were on target with completing their individual milestones and the “Poverty and Conflict” grantees completed their pilot tests in each of their countries of focus.

In addition, the William Davidson Institute traveled to Africa and India as part of their research comparing the Base of Pyramid method with the value chain method under their sole-sourced grant. The Migration Policy Institute also continued to prepare a series of studies and conduct roundtables under the "Diaspora Engagement" grant. Finally, a new grant on "Women's Mobility in Conflict" was awarded following a series of procurement-related tasks. The GUC program has proven all-around to fit well within the KDMD project. Being able to utilize KDMD's K&L, A&L, communications, and operations teams in supporting grantees' knowledge management activities (mainly via the learning networks) has enabled the KDMD team to be responsive to USAID and grantees' requests. Having the grants-program in-house has also served KDMD in terms of providing resources for content generation and events.

Tasks Completed:

- **Awarded "Women's Mobility in Conflict" grant** to Mercy Corps for \$85,000 in April, 2010. Patti Petesch, a consultant, will serve as research director in proving USAID with policy recommendations for gender programming in conflict regions.
- **Closed the MFX Solutions microRISK Alliance grant** in February, 2010 following the final learning network event.
- **Extended the TriLinc Global (formerly PAES) and Cygma microRISK Alliance grants** at no cost until November 2010.
- **Attended four Migration Policy Institute roundtables** on diaspora engagement under the "Diaspora Networks Alliance Engagement Study" grant.
- **Met with the William Davidson Institute (WDI)** in DC in January to provide input and suggestions as to the USAID value chain projects that could be analyzed as part of WDI's research.
- **Continued to coordinate closely** with the Learning Network Facilitators (Jennifer Hansel and John Berry) during the reporting period.

2.5 Assessing & Learning (A&L)

Summary: During this reporting period the A&L Team developed a streamlined approach to assessing KDMD activities. To ensure quality and consistency across project activities, the A&L Team took the lead on survey design, data collection processes and data analysis and results presentations to key stakeholders. Towards the end of this reporting period an A&L portfolio manager was appointed, which is expected to strengthen the portfolio, increase support for assessing and learning, and provide resources for assessing the impact of KDMD activities.

Tasks Completed:

- **Refined A&L Plan** into two interwoven yet parallel “tracks.” Track One is measuring the effectiveness and application of KDMD-disseminated knowledge, as well as traditional outputs of KDMD activities and services, namely the accessibility, perceived usefulness, and value of training and web-based information. Track Two will assess the impact of KDMD products and services by linking the outcomes of Track One efforts with impact by identifying and using innovative approaches to measuring the impact of KM investments.
- **Developed a workplan for developing logic models for all the portfolios.** The A&L Team created logic models for the Adult Learning and the Communications Portfolios using the framework approved during the last reporting period and working with the portfolio managers.
- **Created and implemented a standard and customized Activity Assessment Survey for all KDMD activities,** which will assess KDMD activities effectiveness, and to act appropriately and efficiently to improve KDMD processes, activities and products.
- **Instituted a process for data analysis/presentation to clients** in April, 2010. The A&L team served as the centralized hub of completed surveys from in-person, as well as online KDMD events for data processing and analysis. To date, the A&L team has collected data for **23 (16 Activity Assessments and 7 Customized surveys)** KDMD activities, three of which have been analyzed and developed into presentations for stakeholders.
- **Developed the groundwork for impact assessment.** The team has started a series of interviews with Knowledge Management practitioners about impact measurement of knowledge management activities. The A&L Team conducted interviews with the knowledge management team of the Global Health Bureau and reached out to the km4dev listserv. These conversations will contribute to the development of a methodology the project will use to assess impact.

- **Continued to collect** statistics through Google analytics through April to enable the KDMD team to track the latest activities on the various resources available to the general public on the microLINKS website, and it helps the project recognize trends based on the most used resource on the site.

3. Buy-Ins

Summary: KM is increasingly being built into new USAID programs as a central way to achieve development impact. As a result of MD's KM success, several USAID operating units are now planning similar KM activities and have approached the MD office for support, guidance, and access to K&L services. Below is a summary of activities of buy-ins. As mentioned previously, with the success of buy-ins, future workplans and semi-annual reports will be reorganized by Buy-in, Core and Program activities.

3.1 Development Credit Authority (DCA)

Summary: Sashi Selvendran from the Office of Development Credit (EGAT/DC), who was also the former COTR of the DCA AMAP project, approached QED in November 2009, to discuss if a DCA Buy-In would be feasible under KDMD. One aim of the DCA Buy-In was to obtain knowledge management support in the Portfolio Management function of USAID credit programs. The Buy-In began in February 2010 and includes three components: Portfolio Management, Risk Assessments and Communications Support.

Tasks Completed:

Portfolio Management

- **Continued to maintain relationships** with financial institutions and USAID missions in over 50 countries, monitored and reported on guarantee performance on a semi-annual basis, processed any claim requests, ensured all fees are paid in a timely manner, and trouble-shooted any problems related to the guarantees.
- **Completed the March 30th** reporting cycle reviewing and approving 118 loan schedule reports.
- **Coordinated the issuance** of Notice of Payments Due or NPDs for partners to pay their utilization fee.
- **Processed 13 claim requests** for defaulted borrowers under the guarantee.
- **Conducted one Monitoring Trip** to Peru and Paraguay to help design new DCAs for lending in Alternative Development regions and visiting existing partners to see how they are progressing.

Risk Assessments

- **Identified the key risks** associated with a Development Credit Authority partial credit guarantee.
- **Analyzed four key components of risk:** country, lender, borrower, and transaction risk in order to assign a weighted average risk factor (“WARF Score”).
- **Coordinated one risk assessment** to Colombia with consultant Alejandro Caminos for a DCA to support lending to MSMEs in defined municipalities. The Credit Review Board Presentation is scheduled for June 30th.

Communications Support

- **Discussed steps to develop communications,** outreach and knowledge management strategy for DCA with KDMD Communications team in an initial meeting in May. This strategy will be further refined once a DCA Communications staff person is hired.

3.2 Economic Growth (EG)

Summary: KDMD is working with the EG Office to expand their training program to meet an increase in USAID professional workforce. KDMD is promoting a blended learning approach which combines in-person and online interaction to drive the highest learning impact. Blended learning approaches move beyond the traditional classroom setting and may include participatory and self-paced modules, interactive and stand alone courses, videos, webinars and other distance learning techniques. Applying blended approaches helps to move the student towards a continuous learning experience; extending learning before, during and after a workshop or training.

KDMD’s Adult Learning team consists of instructional designers and learning experts, who are developing blended learning solutions across the various subject matters of EG’s curriculum.

The **Economic Growth Learning Center (EGLC)** was launched in November 2009 to host online course activity. The EGLC helps to facilitate a continuous learning experience so that a network of peers and subject matter experts can maintain collaboration after the completion of an EG course. Please visit Training and Learning Supports section on the specific courses developed and launched.

3.3 Europe Eurasia Social Transitions

Summary: The initial KDID site, socialtransitions.org went through its design, development and content migration phases during this period. This culminated in the live beta version of socialtransitions.org being open to the public.

Tasks Completed:

- **Developed taxonomy** structures for library materials.

- **Launched a closed, beta version** of socialtransitions.org on May 3 – 5 at the Social Transitions Workshop held in Washington DC for workshop participants only during its LPA review.
- **Worked with the LPA** at USAID and with EEST’s contractor, JBS International, to develop a workflow and presentation system that ensures 508 compliance for both the website itself and for the documents, screencasts and media it offers.
- **Presented** a draft engagement strategy to the client
- **Obtained approval** from LPA for socialtransitions.org, the first site approved and open to the public as part of the KDID portal.

3.4 Jamaica Mission Basic Education Community of Practice (CoP)

Summary: The Jamaica CoP made tremendous progress during this six-month period. In mid-November, KDMD completed the last CoP stakeholder consultation, with Earl Jarrett of Jamaica National Building Society (JNBS) and Private Sector Organization of Jamaica (PSOJ). KDMD advanced the year-one scope of work and workplan for the CoP, which was based on the input from the Mission and Buy-in Activity Manager.

Tasks Completed

- **Finalized the CoP Concept Note**, which describes the purpose, objectives, expected benefits, proposed members and strategy of the CoP initiative.
- **Recruited, interviewed and hired** an in-country Facilitator and Research Assistant.
- **Completed Year-One Scope of Work**, which provides a detailed narrative description of the work to be accomplished in the first year of the project. The document describes the services and outputs to be provided by the KDMD Team to successfully launch the online CoP. For each activity, a series of deliverables are identified.
- **Developed the CoP Workplan**, which is an overview document outlining the time frame over which the specific deliverables will be achieved, and identifying the individuals responsible for providing inputs. The work plan was developed in coordination with USAID/Jamaica and includes main deliverables, tasks, target completion dates, duration, level of effort required and responsible lead.
- **Prepared** for Facilitation Team Training, which is planned for June, 2010.
- **Prepared** to host CoP Stakeholders Forum for June 29, 2010.

3.5 Office of Agriculture (Ag)

Summary: Discussions of the Ag Buy-in began in Fall 2009 with a preliminary KDMD support to learning events beginning December 2009. A Program Manager and Technical Ag Expert were hired in February and January of 2010 respectively. The KDMD Team is developing a learning strategy that will improve the Office of Ag's ability to be a leader in agriculture and food security issues across the agency, and support continuous learning and knowledge management of staff and their partners in DC and in Missions.

Initial activities and Tasks Completed

- **Hosted a series of planning meetings** to develop a scope of work (SOW) and refine Buy-in knowledge management, learning and communications strategy. These activities are still underway and a SOW expected to be finalized during the next reporting period.
- **Conducted webinars/e-consultations with Mission staff** to better understand current technical and operational knowledge gaps and mission staff needs. This has been supplemented by an ongoing analysis of current and upcoming programming needs to inform the Buy in.
- **Designed and prepared** a two-day, in-person Agriculture Short Course for new USAID staff (to be implemented May 19-20). This two day course was designed as an overview of USAID activities in the agriculture sector. It highlights challenges and emerging trends, major programs, key development partners, tools and resources available to assist in agriculture programming and implementation. The design and implementation of this course mark an important milestone for the Office of Agriculture as it is the first technically focused training for new staff in approximately 10 years.
- **Worked** in coordination with the Office of Agriculture on the design and technical content areas needed for an in-person week long course targeting Mission staff currently engaged in agriculture and food security, to be piloted December 13-17th 2010 in Washington DC.
- **Supported the Ag Offices's** monthly Agriculture Sector Council seminar series by recording meetings and posting these screencasts to microLINKS. Please see **2.2.3 Event Production** for the list of seminars recorded.
- **Initiated planning with the Ag's Office** on a series of additional online and in-person learning events that will meet immediate technical and operational needs. This will be connected by an overarching strategic learning, communications and knowledge management strategy. The first event is scheduled for June 2010.
- **Facilitated preliminary planning** discussions on the development of an online presence (agriLINKS.org) through KDID.

- **Organized preliminary planning meeting** on development of a series of Pro-poor Agriculture Development Technical Briefs targeted at mission staff on how to help agriculture led economic development and food security reach the poor.

4. Management and Personnel

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

Ongoing and Completed Tasks include:

QED continues to manage its subcontractors and resource firms that include:

- **International Resources Group, Inc**
 - **Hired Marie-Ange Binagwaho (Consultant)**, A&L Specialist
 - **Hired Peter Hobby**, Knowledge and Learning Specialist
 - **Hired Beverly McIntyre**, Agriculture Buy-in Technical Specialist
- **Training Resources Group, Inc**
- **Siren Digital Communications, LLC** - Web strategy firm in charge of user experience and visual elements of KDID Portal sites.
- **Project DC** - Graphic design firm leading the branding strategy for the KDID Portal, microLINKS 2.0 and other portal sites.
- **Zaloni** - Drupal development firm used for creation of specific functionality and site architecture elements of the KDID Portal.
- **Global Learning Systems** - Adult learning specialist firm that has supported blended learning activities for the Core and EG Buy-In.

KDMD expanded internal human resources to increase internal capacity, in light of the expansion of buy-ins and programs under KDMD. KDMD hired the following staff:

- **Hired Trevor Baim** as an Activity Assistant.
- **Hired Jennifer Gore** as Project Operations Manager.
- **Hired Laura Hagg** as Communications Portfolio Manager.
- **Hired Lindsay Levin** as an Online/Junior Communications Specialist.

- **Hired Michael May** as a Project Assistant.
- **Hired Meaghan Murphy** as Program Manager for the Office of Agriculture buy-in.
- **Hired Greg Schnippel** as lead developer for the KDID Portal.
- **Retained Sean Hanover through EEI Communications** to provide project management support for the KDID Portal.

Internally, KDMD management reports to the QED Vice-President for Operations through monthly contract review and periodic meetings and reports.

In addition to financial reporting, the KDMD team reports programmatically through biweekly Work in Progress (WIP) meetings and are piloting Creativity in Progress (CIP) meetings. KDMD also prepares this Semi-Annual Progress report.

KDMD Staff continually coordinate and communicate with the MD contractors, grantees and other partners collaborating on knowledge sharing, knowledge dissemination and training activities.

5. KUDOS

1. Note from Haiti: Improving Relief Efforts through Market Mapping

The April, 2010 Notes from the Field was used as a source for testimony for the House Financial Services Subcommittee on International Monetary Policy and Trade by David Roodman, Research Fellow, Center for Global Development.

2. microLINKS and Notes from the Field

An email from Alphonse Muriu, Senior Advisor Economic Development Leader Agriculture Value Chains Netherlands Development Organization after reading the Notes from the Field on the African Diaspora Marketplace.

"I wish to commend micro-links for your consistent sharing of information and knowledge. I was impressed by the innovation of Raymond Rugemalirawhich shall be very significant in support to aggregate small holder farmers into "virtual cooperatives," helping them to sell their products more easily, making them more accessible to buyers around the region, and increasing their economic outputs."

3. Ag Buy-in Webinar Consultation with Field Missions

An email from Peter Ewell, Regional Agriculture Advisor in Kenya Regional USAID mission after participating in the webinar consultations with agriculture staff in field missions:

"I found my first Webinar interesting, thank-you for organizing it. I think this could be a very useful way of setting up focused dialogues between Washington and field missions."

4. After Hours Seminar: Evaluating the Impact of Microfinance, Feb 16, 2010

Fermin Vivanco, IADB, wrote: "very well organized"

5. After Hours Seminar: Evaluating Risk Management in the Microfinance Community through Tools, Case Studies, and Guiding Principles, December 9, 2009. John

Guzowski, Triodos Facet, Poland/the Netherlands wrote:

- a. *"Very good idea! This is a great medium for us who cannot physically be there to participate. Thank you very much!"*

The comments below were submitted anonymously from the surveys that KDMD places on participant's seats for the seminars.

1. After Hours # 40 Microfinance: Learning What Works, What does Not and Why, April 22, 2010

"It is fantastic to hear about high quality research that is being done on development initiatives."

2. After Hours # 40 Microfinance: Learning What Works, What does Not and Why, April 22, 2010

"I appreciate the recent seminars on MF research - keep them coming!"

3. Breakfast #47: Facilitating Behavior Change for Improved Competitiveness & Poverty Reduction, March 11, 2010

"Great choice of topic. Speakers were very skilled at presenting a focused, interesting, engaging seminar."

4. Breakfast Seminar #48: First-time Buyers: Facilitating the Integration of the Very Poor into Emerging Commercial Value Chains in Liberia, May 27, 2010

"Thanks for conducting these webinars!"

5. Breakfast Seminar #48: First-time Buyers: Facilitating the Integration of the Very Poor into Emerging Commercial Value Chains in Liberia, May 27, 2010

"The webinar was great (meant both technology-wise and content-wise. Thanks so much - can't wait to have the materials posted to the web."