



**USAID**  
FROM THE AMERICAN PEOPLE

# USAID ECONOMIC GROWTH TRAINING (EGT) PROJECT ANNUAL REPORT 2012-2013

October 31, 2013

This publication was produced for review by the United States Agency for International Development. It was prepared by Development & Training Services, Inc. (dTS).

Prepared for the United States Agency for International Development, USAID Contract Number AID-OAA-C-12-00081

Implemented by:  
Development & Training Services, Inc. (dTS)  
4600 North Fairfax Drive, Suite 402  
Arlington, VA 22203

Phone: +1 703-465-9388

Fax: +1 703-465-9344

[www.onlinedts.com](http://www.onlinedts.com)

# USAID ECONOMIC GROWTH TRAINING (EGT) PROJECT ANNUAL REPORT 2012-2013

SUBMITTED TO E3/EP OFFICE ON OCTOBER 31, 2013

## DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# CONTENTS

- Contents.....1**
- Acronyms..... 2**
- Executive Summary..... 3**
- I. Introduction..... 4**
  - Background.....4
  - Life of Project Activities .....4
- II. EGT Project Activities.....5**
  - 1. Develop, Implement, and Disseminate a Suite of Training Activities and Materials to Increase Economic Growth Knowledge: .....5
    - a. Economic Growth Overview Course: .....5
    - b. Certification Courses: .....6
    - c. In-Depth Courses: .....7
    - d. Cost-Benefit Analysis and Cost-Effectiveness Analysis:.....7
    - e. CBA Fundamentals Workshop: .....7
  - 2. Develop and Implement an USAID Economic Growth Officers Conference: .....7
  - 3. Maintain, Update and Enhance the Economic Growth Learning Center Website: .....7
  - 4. Provide Logistical Support and Oversight: .....8
  - 5. Promote EGLC, EGT training and EGT Resources: .....8
  - 6. Work with E3 economic growth staff, other USAID Staff, Technical Experts from Other USAID Contracts and Grants, and Outside Technical Experts to Meet Activity Objectives and Deliver Activity Products: .....8
  - 7. Monitor Performance, Assess Impact, and Adjust Activities Accordingly:.....8
  - 8. Required Professional Skills:.....9
- III. EGT Project Management..... 10**
  - Scope of the Annual Report.....10
  - Overall Direction and Approach.....10
  - Staffing and Management.....10
  - Key Personnel.....10
  - Non-Key Personnel.....10
  - Monitoring and Evaluation.....10
  - Communications and Collaboration with other Implementing Partners of EGT Events .....11
  - Reporting.....11
- Appendices ..... 12**
  - Key Success Stories .....13
  - Project Organizational Chart.....14

# ACRONYMS

AAR	After Action Review
AWP	Annual Work Plan
CBA	Cost Benefit Analysis
CEA	Cost Effectiveness Analysis
COP	Chief of Party
COR	Contracting Officer's Representative
DOL	Distance Online Learning
dTS	Development Training & Services, Inc.
EG	Economic Growth
EGT	Economic Growth Training Project
EGLC	Economic Growth Learning Center
E3	Bureau for Economic Growth, Education and Environment
E3/EP	Bureau for Economic Growth, Education and Environment/Office of Economic Policy
E3/TRR	Bureau for Economic Growth, Education and Environment/Office of Trade and Regulatory Reform
IRR	Internal Rate of Return
KDMD	Knowledge-Driven Microenterprise Development
LMS	Learning Management System
NPV	Net Present Value
PMP	Performance Management Plan
PMT	Project Management Team
RDMA	Regional Development Mission for Asia
SOW	Statement of Work
USAID	United States Agency for International Development
VoPP	Voice over Power Point
WLC	Washington Learning Center

# EXECUTIVE SUMMARY

This new activity, USAID Economic Growth Training (EGT) project, is an extension of the technical leadership that is at the core of the mission of the Bureau for Economic Growth, Education and Environment (E3).

EGT's goals are three-fold:

1. Create a common and shared base of technical knowledge for all Economic Growth (EG) officers;
2. Strengthen the sense of network and communities of practice among EG officers; and
3. Improve knowledge sharing and dissemination of best practices and lessons learned.

The EGT objective is two-fold:

1. Train a critical mass of EG officers rapidly and cost-effectively through use of current classroom and distance learning technologies during the life of the activity; and
2. Develop the ability of EG officers to identify the key economic growth challenges and obstacles in developing countries and to design and manage practical program interventions to address these challenges effectively.

During the first year, EGT built upon the existing program for the Economic Growth Overview Course. The following are some of the milestones during the first year of the EGT project:

- The Performance Management Plan (PMP) was submitted to USAID on February 8, 2013. USAID approved the PMP on March 26, 2013.
- The annual workplan (AWP) for the first year of EGT was submitted on November 4, 2012. The revised AWP was approved on March 21, 2013.
- In June 2013, EGT conducted the Economic Growth Overview Course at the USAID Washington Learning Center (WLC) in Crystal City, Arlington, VA and afterwards conducted an After Action Review (AAR) in August 2013.
- In September 2013, EGT provided logistical support to USAID for the Regional Economist Training for USAID's Regional Development Mission for Asia (RDMA).
- In September 2013, EGT coordinated the migration of project materials (documents, files and website) from the Knowledge-Driven Microenterprise Development (KDMD) project.
- As of September 2013, the majority of the Project Management Team (PMT) were in place.

This annual report is submitted to USAID in conjunction with the AWP for the second year of EGT.

# I. INTRODUCTION

## BACKGROUND

The USAID Bureau for Economic Growth, Education, and Environment's Office of Economic Policy (E3/EP) and Office of Trade and Regulatory Reform (E3/TRR) offer a suite of courses to improve USAID officers' skills and knowledge of the principal components of economic growth. The suite provides participants with a common understanding of

- What USAID means when it discusses economic growth,
- The generalized approach USAID takes toward assisting economic growth,
- Diagnostic tools applicable for different program elements, and
- Good practices for USAID interventions, based on donor field experience.

Courses include an introductory overview course on economic growth and several in-depth courses focused on specific components of economic growth (commercial law, enterprise development, finance, macroeconomics and trade).

## LIFE OF PROJECT ACTIVITIES

The life of this EGT contract is four years, with an overall ceiling of \$3,999,778.65. While the majority of activities under this contract will be conducted in Washington, D.C., some activities may be conducted overseas.

## II. EGT PROJECT ACTIVITIES

This annual report describes the activities that took place during the first year of the project, from October 1, 2012 – September 30, 2013.

The AWP for the first year explains that EGT activities will be conducted in the eight areas described below.

### **1. Develop, Implement, and Disseminate a Suite of Training Activities and Materials to Increase Economic Growth Knowledge:**

A brief description of each of the courses is provided below.

#### **a. Economic Growth Overview Course:**

The EG Overview Course was held from June 17-21, 2013. The materials for the June 2013 course were transferred from the Knowledge-Driven Microenterprise Development (KDMD) project, which previously conducted the course, to EGT.

As in previous iterations, the EG Overview Course curriculum covers six thematic economic growth areas: business enabling environment/regulatory reform; commercial law and institutional reform; enterprise development/competitiveness; financial sector development; macroeconomic policy and institutions; and trade and investment.

The curriculum includes two components: online pre-course work and five days of in-person training that review:

- Macroeconomic policy for a supportive and stable business environment;
- Microeconomic policy for doing business;
- Enablers of private economic initiative – finance, infrastructure, and human resources; and
- Enterprise development and competitiveness.

A live welcome webinar commenced the pre-course component of the course on May 7, 2013. This webinar was co-hosted by Devis, a sub-contractor to dTS on EGT, and facilitated by dTS. Following the welcome webinar, the five week pre-work period continued on the Economic Growth Learning Center (EGLC) website. Based on dTS suggestion and in agreement with the Day Two Day Lead, two new online videos were added to the Day Two pre-work activities.

For the first time in several years, the EG Overview Course case study materials received some updates. With the goal of broadening the guidance set forth in the case study activity, the EGT project hired a consultant to revise the case study material. While the learning objective of the activity remained the same, to enable participants to apply the daily thematic areas of the in-person course to practical project design and prioritization of interventions, the revisions included updating the background materials on four existing country examples; preparing background materials for a new country example; and revising and updating case study instructions and participant templates to

incorporate the cross-cutting themes of gender and economic growth. The full case study activity set included updated case studies on Bangladesh, El Salvador, Kyrgyzstan, Nigeria and Tanzania.

In addition, the course was held at the brand-new USAID training facility, the Washington Learning Center (WLC). As with any new space, this new location presented its share of logistical challenges and opportunities. Although the EGT team initially received some conflicting guidance about data-saving policies for some of the onsite loaner computer equipment, the team was ultimately able to resolve the issue. To close the feedback loop and prevent this situation from happening to future participants, the EGT Program Manager met with some of the USAID staff to provide feedback and register suggestions for the development of future best practices.

At the same time, the technology available at the WLC site provided the opportunity to connect the course participants with one of the highly-anticipated speakers in the EG Overview Course who would otherwise have been unable to participate. In what would become a “first” for the EG Overview Course, the EGT team realized one of the immediate benefits to implementing this course in the new WLC - the video teleconference (VTC) equipment. Due to a scheduling conflict, it was initially thought that Hernando de Soto from Peru would be unable to present during the course. Mr. de Soto’s presentations have always been very well-regarded in the EG Overview Course by past participants and course organizers, and his absence would have been a disappointment. Using the VTC technology at the WLC, however, the EGT team was able to connect Mr. de Soto to the course. Careful prior planning and extensive technology tests by dTS with the staff at the WLC made for a mostly flawless VTC call, despite a small earthquake in Lima during the teleconference.

The final closeout activity of the June 2013 EG Overview course was on August 2, 2013, for the After Action Report (AAR). In the AAR, dTS presented USAID with the qualitative and quantitative feedback from the course and facilitated the initial conversations of the course content revision process. The COR, the Activity Manager, several Day Leads, and the dTS EGT Program Manager/Course Coordinator and Program Associate were in attendance as the course organizers rounded out another iteration of the EG Overview course. As in previous iterations of the course, the AAR provided the forum through which organizers were able to develop immediately useful and actionable revisions from the participant feedback and course organizer observations for the next iteration of the course.

#### **b. Certification Courses:**

During the first year of EGT, because the certification courses still resided with the Knowledge-Driven Microenterprise Development (KDMD) project, implemented by QED, no work was undertaken on certification courses.

In late September 2013, QED sent dTS the files from the two certification courses (financial sector development and trade) as prepared by the KDMD project. After an initial inventory by the EGT team to review the status of the materials and via information gathering from the prior project, it was determined that, at of the time of this report, both of these certification courses needed additional work to be able to be successfully delivered via USAID University. dTS’ sub-contract with Devis will continue the work on the certification courses. As such, dTS met Devis on September 24, 2013 to discuss the annual work plan for the second year of EGT.

During the second year of EGT, dTS will discuss the priorities for the certification courses with USAID.

**c. In-Depth Courses:**

The Year One AWP envisioned that individual in-depth courses would be held on an alternating, every-other-year schedule. During the first year of EGT, however, no in-depth courses were conducted, because these courses still resided with the KDMD project and were considered notional. The EGT team looks forward to receiving additional guidance on any future direction of these activities.

**d. Cost-Benefit Analysis and Cost-Effectiveness Analysis:**

dTS has a sub-contract with Abt Associates for this activity. During the first year of EGT, USAID requested that EGT recruit one speaker for the Advanced Topics in Cost Benefit and Cost Effectiveness Analysis (CBA-CEA) course in December 2013.

**e. CBA Fundamentals Workshop:**

dTS has a sub-contract with Abt Associates for this activity. As this activity is considered notional, during the first year of EGT, USAID did not request that EGT offer a CBA Fundamentals Workshop was conducted.

**2. Develop and Implement an USAID Economic Growth Officers Conference:**

Since it organized the conference internally as a training, USAID did not request dTS' assistance for an USAID Economic Growth Officers Conference in 2013. Instead, in September 2013, EGT provided logistical support to the Regional Economist Training for USAID's Regional Development Mission for Asia (RDMA).

**3. Maintain, Update and Enhance the Economic Growth Learning Center Website:**

Previously, the EGLC website was the dedicated webpage for EG-related activities from the EP Office. In anticipation of the transition of the website content to the USAID internal website, USAID University, all of the corresponding EGLC-related files were transferred from the QED-implemented KDMD project in September 2013, prior to the closure of the KDMD project on September 30, 2013. Going forward, dTS has a sub-contract with Devis for continued work on some components of this activity. dTS met Devis on September 24, 2013 to discuss the annual work plan for the second year of EGT.

Along with their partners at Devis, the EGT project will work closely with the appropriate USAID staff on the placement of content on the new site.

**4. Provide Logistical Support and Oversight:**

Beginning with the work on the June 2013 EG Overview Course, dTS organized and managed all logistics associated with all EGT activities.

## **5. Promote EGLC, EGT training and EGT Resources:**

The Economic Growth Learning Center (EGLC) was managed by the KDMD project until September 30, 2013. As of September 30, 2013 the EGLC was in the process of being transitioned from the KDMD project to the EGT project, in anticipation of the transfer of the materials to USAID University. The online pre-course work for the EG Overview Course resides on EGLC. This was the EGT's only interaction with the EGLC during the first year of EGT.

As stated in the annual workplan, EGT and USAID will work on a communications and marketing strategy for EG training during the second year of EGT.

## **6. Work with E3 economic growth staff, other USAID Staff, Technical Experts from Other USAID Contracts and Grants, and Outside Technical Experts to Meet Activity Objectives and Deliver Activity Products:**

Working closely with the EG Overview Course organizers and speakers, the EGT team, consisting at that time of the EGT Program Manager/EG Overview Course Coordinator and EGT Program Associate, implemented the June 2013 iteration of the course. Beginning with the initial course timeline planning during February, and continuing with subsequent weekly meetings with the Day Leads and/or Activity Managers, the EG Overview Course Coordinator led the course planning process.

The Course Coordinator also engaged with the KDMD project and with the KDMD project's sub-contractor to support and maintain the EGLC website for the June 2013 course participants. Throughout the entire process, the Course Coordinator also provided project management and instructional design support throughout for the various subject matter experts as they designed and developed their materials for the course. Finally, the dTS EGT team provided onsite logistical support as needed for any of the course personnel during the in-person implementation of the course.

## **7. Monitor Performance, Assess Impact, and Adjust Activities Accordingly:**

The PMP was submitted to USAID on February 8, 2013 and approved on March 26, 2013. The plan describes how dTS and USAID measure the efficacy of the training in achieving EGT's goals to adjust activities and make project adjustments as necessary. During the first year of EGT, the June EG Overview Course was the one activity implemented and therefore the one activity monitored and evaluated.

As described in the PMP, dTS monitored and evaluated the effectiveness of the training conducted by EGT. The After Action Review (AAR), the final activity of the EG Overview course, begins the planning process for the next iteration of the EG Overview course, and takes into consideration several areas of feedback.

Among the areas of feedback included in the AAR: the qualitative and quantitative participant feedback from the online and in-person components; course organizer observations (including any Day Lead feedback); and the historical feedback context from previous courses. The participant feedback after this iteration of the EG Overview course provided a broader perspective, due to the

variety of USAID backstops and geographies, as well as one participant from the US Department of State.

Despite the lack of formal EG-related experience of several of the participants, overall the participants found the course informative and useful in their work. In their feedback, the participants provided relevant and useful suggestions for course revisions. One of the goals of the AAR is to develop suggestions for the course planning process, and the AAR group emerged with some specific recommendations for revision for the next iteration of the course.

dTS delivered the results of the evaluation to USAID during the EG Overview Course After Action Review (AAR) on August 2, 2013.

#### **8. Required Professional Skills:**

The EGT PMT had the experience, expertise and skills necessary to achieve the objectives of the contract.

Maribeth Murphy provided corporate management of EGT through September 30, 2013.

Geoffrey Mazullo is Chief of Party. Geoffrey has over over 20 years experience working on USAID training programs, including 12 plus years as Chief of Party. In addition, he has 16 years experience designing and conducting adult professional education, on topic including: corporate governance; corporate social responsibility (CSR); socially responsible investment (SRI); and sustainable development.

Kate Hughes is Program Manager. Kate has over 15 years of experience in adult learning and training, including curriculum development and education coordination and has taught in 19 countries. Kate holds Masters and Bachelors degrees in Education and is prepared with a curriculum in Policy, Strategic Planning, and Instructional Design.

Laura Marrin is Associate. Laura has over three years of experience working on international development projects in Latin America and in the United States. She has provided event planning, policy analysis and programmatic support for various projects focused on economic growth entrepreneurship and gender.

# III. EGT PROJECT MANAGEMENT

## SCOPE OF THE ANNUAL REPORT

This annual report covers the time period October 1, 2012 – September 30, 2013.

## OVERALL DIRECTION AND APPROACH

This contract is demand driven and responds to the needs of the E3/EP Office for various training needs. During the initial kick-off meeting between dTS and USAID staff, the need to be flexible in the overall implementation of this project was highlighted since a number of issues are in flux and this will particularly impact the first year of the contract.

The AWP for the first year of EGT noted that some of the activities described are notional and might not be required during the first year of the project. Likewise, it was noted in the AWP that other needs that are currently not projected on the USAID EG Training Calendar might arise and may be implemented under this contract, as consistent with the overall SOW. This required regular communication between the COP of the contract with the COR and relevant EG Officers in the E3/EP Office as designated by the COR.

## STAFFING AND MANAGEMENT

During the first year of EGT, the level of effort for the PMT was as follows:

### Key Personnel

- Chief of Party, Geoffrey Mazullo (as of September 1, 2013) at 35–50% time

### Non-Key Personnel

- Project Director, Maribeth Murphy, at 10% time;
- Program Manager, Kate Hughes, at 90-100% time;
- Associate, Laura Marrin (as of May 28, 2013), at 75% time; and
- Website/Information Technology Specialist (TBD), at 25-40% time.

Time dedicated to the project varied in-line with the level of activity.

This team worked from dTS' offices in Arlington, Virginia and was supported by corporate finance and accounting, contracts, human resources and information systems.

Corporate management of the contract was provided by Maribeth Murphy.

## MONITORING AND EVALUATION

The approach that the EGT project utilizes for Monitoring and Evaluation (M&E) aligns with the overall dTS approach to monitoring and evaluation and incorporates Kirkpatrick's Levels of Evaluation methodology. This training evaluation methodology, along with the PMP plan, ensured that the project activities aligned with the stated goals of the project. In this first year of the project, EGT had an initial focus on Kirkpatrick's Levels 1 & 2 for the EG Overview Course, recognizing that the participant feedback loop is vital to the course revision process and in achieving the overall goals

of the project. As such, the EGT project ensures that participant feedback is recorded, analyzed and incorporated into ongoing and future project activities throughout the course planning cycle, but particularly in the post-course AAR. As the EGT project progresses, and the breadth of the activities deepens, the project will seek to develop additional areas of activity monitoring and evaluation.

## **COMMUNICATIONS AND COLLABORATION WITH OTHER IMPLEMENTING PARTNERS OF EGT EVENTS**

Since EGT will serve as the depository for collecting training information and provide EG Officer certification and other distance learning requirements under this contract, dTS will coordinate with the other implementers providing training services to the EP Office and other relevant USAID offices.

## **REPORTING**

This annual report is submitted to USAID in conjunction with the annual work plan for the second year of EGT.

# APPENDICES

## KEY SUCCESS STORES

Several factors contributed to the success of the EG Overview course, despite being held at a brand-new facility. While attention to detail and careful planning were the guiding principles throughout the course development process, these efforts were supported by the utilization of the project management software Basecamp, for task management and materials coordination. In addition, EGT utilized additional best practices gleaned from previous work on USAID trainings. The previous implementers of the activity, the KDMD project, cooperated with dTS on the EGLC website activities.

Recognizing early in the planning process that a new space generally indicates a learning curve for course organizers, EGT met WLC counterparts several times for detailed technical tests at the WLC to ensure that all of the logistical needs were met. When there were some connectivity challenges during the VTC tests, the EGT team knew, and the onsite WLC staff agreed, that sufficient time and planning were already in place as the framework to ensure a flawless VTC. Even the very small earthquake in Lima during the call did not interfere with the successful inaugural VTC for the EG Overview Course. Going forward, the EGT team looks to apply the same attention to detail and careful planning as they implement new activities.

## PROJECT ORGANIZATIONAL CHART

