PROGRAM CYCLE CAPACITY TASK ORDER

TRANSPARENCY, ACCOUNTABILITY & PERFORMANCE IQC

FINAL REPORT

SEPTEMBER 29, 2015

September 29, 2015

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-I-10-00014, Task Order Number AID-OAA-TO-12-00058, Program Cycle Capacity:
FINAL REPORT, SEPTEMBER 29, 2015.

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

PROGRAM CYCLE CAPACITY

FINAL REPORT

September 29, 2015

DISCLAIMER

The 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

ACRONYMS **5**
EXECUTIVE SUMMARY **7**
PROJECT OVERVIEW **9**
Objectives 9
Assumptions 9
Adaptive Management Approach 10
Management, Staffing and Structure 11
COMPLETION OF TASK ORDER REQUIREMENTS **12**
OUTCOMES & RESULTS **17**
Site Analytics 17
Events 27
Annual Member Surveys 30
Interactivity Strategy and Framework Analysis 31
Milestones, Highlights, and Success Stories 33
CONTRACT MANAGEMENT **35**
IQC Task Order (TO) 35
BUDGET MANAGEMENT **37**
LESSONS LEARNED & RECOMMENDATIONS FOR PROGRAMNET 3.0 ..... **38**
ANNEX A: PROJECT MANUALS **45**
ANNEX B: TRANSITION WORK PLAN **117**
ANNEX C: INTERACTIVITY FRAMEWORK **121**
ANNEX D: KUDOS **123**
ANNEX E: ADMINISTRATOR'S MANAGEMENT IMPRVEMENT AWARD **124**
ANNEX F: PCC ANALYTICS INDICATOR **127**
ANNEX G: PCC LOGICAL FRAMEWORK **130**

ACRONYMS

02/94	Program Office Backstop
AAR	After Action Reviews
AFR	USAID Africa Bureau
AOR	Agreement Officer's Representative
APD	Advanced Project Design
BFS	Bureau for Food Security
CDCS	Country Development Cooperation Strategy
CIO	Chief Information Office
CLA	Collaboration, Learning and Adapting (CLA)
CLP	Continuous Learning Points
COR	Contract Officer's Representative
CR	Change Request
CSS	Cascading Style Sheet
DCHA	Democracy, Conflict and Humanitarian Assistance
dTS	Development and Training Services, Inc.
E3	Economic Growth, Education & Environment
FAP	Foreign Assistance Program
FAR	Federal Acquisition Regulations
FAQ	Frequent Asked Questions
FSN	Foreign Service National
FSO	Foreign Service Officer
GH	Global Health
ICS	Integrated Country Strategy
IQC	Indefinite Quantity Contract
KDAD	Knowledge Driven Agricultural Development Project
LDAP	Lightweight Directory Accesses Protocol
LER	Office of Learning, Evaluation, and Research
LEARN	Learning and Knowledge Management
LOE	Level of Effort
LPA	Bureau for Legislative and Public Affairs
M&E	Monitoring & Evaluation
ODC	Other Direct Costs
OAPA	Office of Afghanistan & Pakistan Affairs
PAD	Project Approval Document
PFS	Programming Foreign Assistance
PDM	Project Design & Management
PCC	Program Cycle Capacity
PCSC	Program Cycle Service Center
PCWG	Program Cycle Working Group
PDWG	Project Design Work Group
POC	Point of Contact
PMP	Performance Monitoring Plan
PPL	Bureau of Policy, Planning and Learning

PPR	Past Performance Reviews
PRM	Bureau for Population, Refugees, and Migration
RDMA	Regional Development Mission for Asia
RLA	Regional Legal Advisor
RSS	Rich Site Summary
Q1	First Quarter
Q3	Third Quarter
Q4	Fourth Quarter
SME	Subject Matter Expert
SPP	Office of Strategic Planning and Programs
UAT	User Acceptance Testing
USAID	United States Agency for International Development
USAID/W	U.S. Agency for International Development/Washington
VE/I	Violent Extremism and Insurgency

EXECUTIVE SUMMARY

Established in 2010, the Policy, Planning and Learning Bureau (PPL) of the United States Agency for International Development (USAID) is leading Agency efforts in becoming a learning-centered organization for knowledge sharing and exchange while also building capacity to implement reforms enacted under the USAID Forward initiative. Supporting this effort is PPL's knowledge management site, ProgramNet, managed by the Program Cycle Capacity (PCC) project. The United States Agency for International Development (USAID) awarded task order number AID-OAA-TO-12-00058 under contract number AID-OAA-I-10-00014 to prime contractor, Development & Training Services, Inc. (dTS) and subcontractors Engility and Devis, to provide direct management, contribute to content, and provide operational support for ProgramNet. And, in doing so, grew the membership on the ProgramNet site from 400 to 5400 members, with the rate of field membership surpassing the number of Washington-based members, 58% to 42%. Of the field members, 39% are technical staff.

As part of an effort to ensure ownership within the Agency, in September 2012, one of the initial tasks of the PCC project was to bring the ProgramNet site into the USAID network (behind the "firewall"). Proving to be no small endeavor, this migration set the stage early for PCC's creative and adaptive approach to program management and implementation. As they were working on the site migration, PCC realized that they needed to provide a significant update to the site, and, as a result, redesigned the site in September 2013.

The events component of the project reflects the success and outreach of the PPC project, as evidenced by the growing amount of participation in the webinars (ranging from 2 to 165 participants, totaling 4,806 overall). Not only did these events provide an opportunity for peer-to-peer sharing, but, for the program staff, the events also allowed PCC to better understand the needs of the attendees and develop a direct channel between the project implementers and the practitioners they served. Over the life of the project, the formalization of the activity scoping and approval processes helped to minimize the technical glitches, particularly for the field; resulting in positive feedback for the PPC webinars.

Utilizing a methodological approach and recognizing a natural resistance to change, the ProgramNet Engagement Strategy prioritized audiences as it rolled out the redesigned site in stages. Further complementing this strategic roll out was the identification of a key stakeholder, a point of contact (POC), within each audience. This POC became a vital member of the ProgramNet team. In addition, PCC actively engaged with other members of the site, for example – at the group level in their Working Group for Program Cycle capacity building and, at the individual level, in the Annual Member Survey. Further member collaboration continued in the Focus Groups.

ProgramNet's design created the ability to collect large and varied data sets to better understand the participant engagement and to improve the usefulness of the site. The systematic tracking of approximately 50 indicators, derived from Drupal; Google Analytics; Constant Contact; AIDConnect; the ProgramNet Member Spreadsheet; After Action Reviews (AARs); Post-Event Surveys; Focus Groups and Annual Member Surveys fed into the quarterly and annual ProgramNet Analytics Report. To help better understand interactivity, the PCC project used this data to develop membership behavior profiles and indicators.

This final report presents an overview of the project objectives and assumptions as well as the support provided by the project team, in order to achieve the outcomes and results critical to the success of the program. The content of the report has been structured as follows:

- Project Overview
- Completion of Task Order Requirements
- Outcomes and Results
- Contract Management
- Budget Management
- Lessons Learned and Recommendations for ProgramNet 3.0

As presented in the subsequent sections, the many achievements of Program Cycle Capacity project include an exceptional growth of membership base; innovations made to ProgramNet functionality encompassing nine software development releases to improve ease of use and enhanced user experience; establishment of the Program Cycle Working Group to coordinate all PPL Program Cycle capacity building activities and investments; the creation of the working group 2nd Generation Program Cycle Working Space to learn on and provide inputs into Program Cycle reforms; After Action Reviews of CDCS; and interaction with MyUSAID. Another major accomplishment of the project was the events component with the team delivering high quality and well-attended webinars, resulting in 101 events with 4,806 participants.

The success of the ProgramNet team, including both USAID staff and contract staff, resulted in the 2013 Administrator's Management Improvement Award in April 2014.

PROJECT OVERVIEW

OBJECTIVES

As stated in the task order scope of work, "The PCC (Program Cycle Capacity) project seeks to leverage the ProgramNet platform to build Mission capacity and buy-in to Program Cycle implementation." Its purpose is to support and complement Agency-wide capacity building efforts led by the Bureau for Policy, Planning and Learning's (PPL) Office of Strategic and Program Planning (SPP) and Office of Learning, Evaluation, and Research (LER).

Under PPL's Results Framework, the PCC project contributes to the Agency's Objective 4, "Strengthened Discipline of Development," through Intermediate Result (IR) "Program Cycle Institutionalized in Agency." Under this IR, ProgramNet specifically contributes to Sub IR "Increased capacity to implement Program Cycle," by achieving two strategic outcomes:

1. Program Cycle tools and resources are utilized.
2. Increased peer–to-peer exchange and collaboration among missions on Program Cycle implementation.

ProgramNet is an internal, web-based collaborative platform devoted to sharing knowledge, experience, best practices, Agency policies, and guidance to promote learning and application of the Program Cycle. ProgramNet provides a platform for peer-to-peer and Mission-to-Washington dialogue to support collaboration and facilitate consistent and effective implementation of the Program Cycle. The site hosts practical tools, events, and examples of mission products from each phase of the Program Cycle. Located behind the USAID firewall, the site also hosts sensitive but unclassified content and supports working groups for materials requiring limited distribution.

ProgramNet was developed as part of an ecosystem of Program Cycle capacity building support by PPL that includes authoritative guidance, events, outreach, tools, training and technical assistance for USAID missions and bureaus. It continues to evolve as a demand-driven, peer-based, sustainable online space whose success depends on the degree and quality of member engagement. ProgramNet's effectiveness is reflected by the extent to which it is adopted and utilized by USAID staff based on relevance, functionality, accessibility, applicability and timeliness.

ASSUMPTIONS

A number of important assumptions were made at project startup:

- USAID staff had direct responsibility for ProgramNet page management and curation, with backstopping support from the project to ensure ownership stayed inside the Agency. This was an important element of the sustainability strategy, but it meant that USAID staff members who fail to be timely or forthcoming might at times hinder task implementation.

- USAID staff and subject matter experts were responsible for responding formally to member questions regarding Program Cycle policy and implementation.

- The project would take a "light touch" to communications and engagement so that ProgramNet was not perceived as imposed by Washington, but rather, responsive to field demand and priorities. This meant that the team minimized the use of email blasts and mass communications methods typically used for social media networking and knowledge management, unless absolutely necessary, and

assessed all communications carefully to ensure that responsiveness to the field was the highest priority.

- Content development by the ProgramNet staff was made a lower priority due to the demands of backstopping and higher priority project activities.

- The PCC project did not posit a direct cause and effect relationship between ProgramNet and Program Cycle learning and application, nor would it be possible to test that complex relationship meaningfully or cost effectively. Rather, *the project is based on the assumption that ProgramNet contributes to learning and application of Program Cycle reforms, and that interactivity with and on the site demonstrates a level of buy-in and perceived value that is necessary for Program Cycle learning and peer-to-peer assistance to occur*.

- It was acknowledged that ProgramNet has limited ability to use member data to associate behaviors with specific individuals to customize approaches, privacy issues and 508 restrictions. This at times limited the project evidence base to labor-intensive manual mining, collection and anecdotal reporting for which there were few, if any, resources.

- As an internal website, the project would not be able to use any commercial applications or external social networking services to assist with membership development and peer-to-peer networking, compelling the team to be as creative as possible within the confines of internal systems, regulations and capabilities.

ADAPTIVE MANAGEMENT APPROACH

The ProgramNet platform and its functions evolved over time in response to member demand and unexpected challenges, in a phased approach that required continuous learning and adaption of the site and its supporting functions. The pre-project phase entailed developing the *beta* site in an external development environment based on a member survey conducted by SPP, and direct engagement of Program Officers in its development and rollout. The PCC project started in October 2012 and was implemented in three phases, reflecting response to changing priorities over time:

FY2013: Startup and Membership Development. Migration of the site inside the USAID firewall; establishing the team onsite with appropriate clearances and access; developing relationships, protocols and page work plans with POCs; responding to members' questions and technical needs; backstopping pages; developing policies and procedures; identifying indicators and developing an M&E plan; initiating analytics and developing reports; developing an Engagement Strategy; developing events procedures and delivering webinars; and identifying problems and opportunities to improve functionality to inform a full redesign and re-launch of the site at the end of the first year.

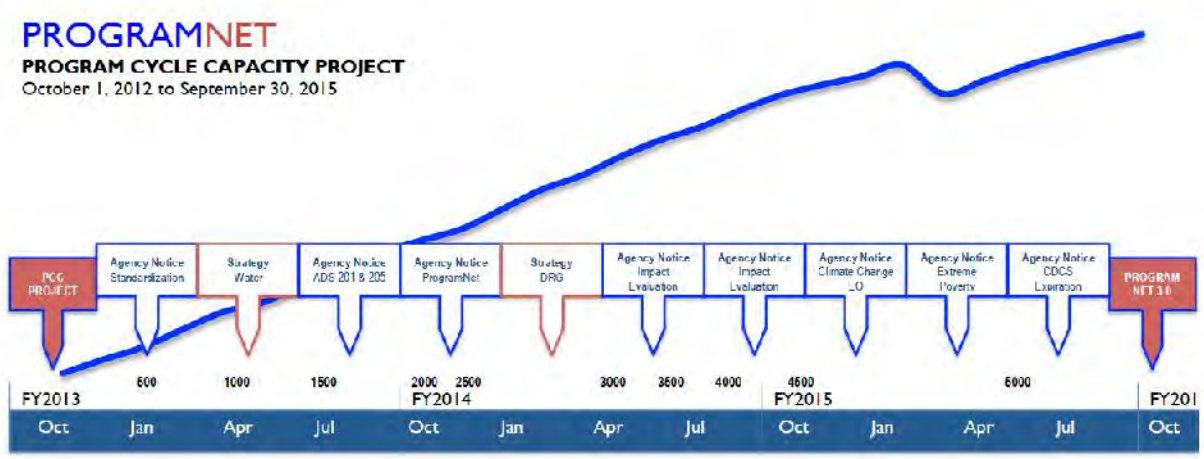
FY2014: **Consolidation and Service Enhancement**. Launch of the Engagement Strategy with a focus on Bureaus; creating a community of practice among the POCs; improving coordination with and among Program Cycle Team Leaders; implementing a full schedule of webinars; optimization of core backstopping and management functions; development of a strategy to enhance interactivity; cultivation of ProgramNet Champions; implementing regular website upgrades; conducting systematic maintenance to preserve the quality and integrity of the content of the site, including updating FAQs, removing expired documents from the library, and removing inactive user accounts.

FY2015: Continuous Improvement and Network Strengthening. Continuous collection and analysis of data and activities to improve site functionality and services; strengthening and systemization of coordination among PCC and the Program Cycle Team, and with the Program Cycle support contracts

through the Program Cycle Network; improved support for Working Groups; increasing the use of the site for peer reviews; implementation of the ProgramNet Champion Award; and preparation for project closeout and transfer.

During each phase, PPL priorities influenced project implementation, including ADS issuance, Agency Notices, Policies and Strategies, the decision by the USAID Forward team to use ProgramNet to communicate with Missions, and the development and rollout of MyUSAID. **Figure 1** below presents a timeline showing site membership growth and timing of key Agency communications.

Figure 1: ProgramNet Growth



MANAGEMENT, STAFFING AND STRUCTURE

The Program Cycle Capacity project was developed, procured and managed by the Office of Strategic and Program Planning (SPP) in the Bureau for Policy, Planning and Learning (PPL). The contract was managed by a US Direct Hire Contracting Officer's Representative (COR), who was involved in the development of the concept and project from the beginning, and remained closely involved in its implementation throughout the three-year life of the project. The COR was at times supported by an Activity Manager, which became increasingly necessary as ProgramNet awareness and membership grew and demands far outpaced the capacity built into the contract and budget.

The ProgramNet team members were each responsible for performing specific technical and management tasks to ensure full and consistent coverage at all times. Backstops were each assigned a specific portfolio of component, regional and technical pages, and ProgramNet Working Groups, working with designated USAID staff Points of Contact (POCs) (to different degrees depending on the commitment of the POC). Each staff member took the lead and specialized in a core function: Engagement/Communications; Analytics; Events; Web Development and Support; and Project Management. This approach increased the technical effectiveness and operational flexibility of the team.

The project team was located onsite in PPL. The only disadvantage of this arrangement was the time that it took to get security clearances, badges and logical access, which made it difficult to respond to staffing changes. The redundancy built into the staffing structure, however, was designed to address this challenge, by having an alternate designated for each page or function. The project staff's flexibility and commitment

to teamwork and results made this a particularly effective approach. **Table 1** below presents the staffing structure as it stood at the end of the contract.

Table 1: Program Cycle Capacity Project Staffing Structure

Role	Page Backstop	Regional Focus	Task Lead
Program Manager/ RRB Onsite Liaison (100%)	Monitoring Evaluation Urbanization Global Climate Change 02/94 Standardization	Latin America & the Caribbean Europe & Eurasia	Project Management MyUSAID Liaison Learning Lab Liaison Program Cycle Network Liaison
Knowledge/ Information Manager (100%)	CDCS Project Design Local Solutions G2G Program Cycle Gender USAID Forward	Afghanistan/ Pakistan	Program Cycle Working Group Project Design Working Group Analytics ALC Metrics Program Cycle Second Generation Conversation Space Group of Eight (CDCS) Community of Practice
Knowledge Management Associate (100%)	Learning Budget Biodiversity Disability DRG LGBT Resilience VEI Water Youth Health	Asia Middle East	AT+ Working Group CLA Community of Practice ProgramNet Interactivity/Champions ProgramNet Manuals and site FAQs About ProgramNet Page Owner POC list and POWG membership management Communications (product development and ongoing tasks, including Homepage slider; Featured Events, Editor's Picks, and new member emails)
Knowledge Manager (50%)			eEvents Support ProgramNet Annual Member Survey Lead
Events Manager (100%)	Policy Donor Engagement Education Extreme Poverty	Africa	eEvents & AAR Manager ProgramNet Update Policy Pulse Coordination PPL Communications and Team Meetings Program Cycle Questions on MyUSAID
Site Administrator (60%)			Web Administration & Development
Senior Technical Advisor (10%)			Senior Technical Support Final Report

COMPLETION OF TASK ORDER REQUIREMENTS

This section presents the formal, contractual requirements and deliverables completed under the PCC project, led by Development & Training Services (dTS), in partnership with subcontractors Engility, managing e-Events, and Devis, managing web development and operations. This partnership was particularly successful due to the clear allocation of responsibilities among the partners and the "one

team" approach to management onsite. **Table 2** below presents the contractor's completion of all deliverables and compliance with all requirements under the contract.

Table 2: Program Cycle Capacity Contract Completion Matrix

Task	Component	Deliverables
1. Contribute to the development of an annual work plan for driving traffic to the site, increasing user participation, and prioritizing and staging content & facilitated events	Contribute to the development of a work plan for increasing membership and traffic on the site, prioritizing and staging the development of content, and facilitating online learning though a host of regular activities. This will be a highly collaborative process with PPL, building off of previous work plans that they have written internally.	FY13, FY14, FY15 and transition work plans <u>Additional deliverables:</u> Page Owners Manuals (See Annex A) System and Process Manual
	Work with PPL staff to identify and prioritize target audiences, assess these audiences' information needs, and provision for the development of materials that convert knowledge from one form to another form tailored to this demand.	ProgramNet Engagement Strategy
	Submit for approval a monitoring plan to monitor performance and make iterative adjustments to improve results. The plan shall define success for the activities and overall program, with qualitative and quantitative indicators to measure progress against these goals.	M&E Plan and PITT 50 indicators (see Annex F) 42 Analytics Reports 11 CDCS AARs 69 Event AARs 42 Event Activity Reports 2 Annual Member Surveys
2. Implement campaign to drive traffic to the site and increase participation by users	Implement numerous online and offline strategies to attract traffic to the website.	ProgramNet Update (36) Average of 3450 recipients per month Average open rate of 48%, an increase over the life of the project of 6% Average click through rate 30% (of those opening), a decrease over the life of the project of 3% Policy Pulse coordination Page Owners Working Group Blog Series New member emails (every Tuesday to all new members)
	Work with USAID trainings, such as Programming Foreign Assistance (PFA), Project Design & Management (PDM), and Advanced Project Design (APD), Evaluation for Program Managers (EPM) and others, to combine traditional face-to-face classroom methods with ProgramNet activities. For example, students could be required to watch the online Program Cycle modules on the site as a prerequisite to participation.	Due to the delay in awarding a new training contract, coordination with formal USAID training programs was postponed. PCC, however worked closely with USAID University to allow staff to earn continuous learning points for AOR/CORs via ProgramNet facilitated webinars.
	Identify 'champions' within the Missions to proactively participate in the website and build the potential for, and momentum toward, more systematic	Established ProgramNet Champion Award (16 nominations, 13 awards) Created ProgramNet Champion lists

Task	Component	Deliverables
	sharing of information among network members.	Created and managed Page Owners' Working Group, including 20 blogs posted
3. Develop, adapt, and disseminate information products posted on the site (case studies, tools, newsletters, FAQs, audio interviews, webcasts, podcasts, etc.)	Continually develop content on ProgramNet using a variety of mediums, including but not limited to 'how to' notes, case studies, tools, FAQs, audio interviews and PowerPoint Presentations.	While the content development task was made a lower priority due to limited resources and the availability of LOE under the Program Cycle Service Contract (PCSC) contract, PCC developed content on a regular basis, primarily in response to Front Office and *ad hoc* requests. Deliverables included: 18 How to and Technical Notes 36 ProgramNet Updates 234 Blogs posted on ProgramNet 22 ProgramNet Demonstrations Communications Products: ProgramNet Infographic ProgramNet PowerPoint Presentations ProgramNet one pager Program Cycle one pager ProgramNet Past Events list Monthly, Quarterly, and Annual ProgramNet Analytics Reports Program Cycle Tracker Program Cycle Results Framework
	Work with PPL to coordinate development with other entities within PPL, as well as other USAID Operating Units tasked with curating content. For example, the Policy Office in PPL would be responsible for developing content around youth analysis.	To facilitate coordination, PCC took the initiative to develop a "tracker" for the Program Cycle Team Leads, to facilitate coordination and integration of work planning and implementation. PCC also developed a Theory of Change and a Results Framework that unified and coordinated PPL Program Capacity building efforts under a common agenda. PCC also assisted SPP to develop Administrator's Leadership Council (ALC) indicators based on PCC data and analytics. PCC supported the Program Cycle Team Leads and online Program Cycle Working Group.
	Work with other contract mechanisms that present opportunities for developing content. For example, the development of learning deliverables can be written into consultant scopes of work for PCSC temporary duty (TDYs) or be a deliverable for Missions as a condition for receiving PCSC assistance. The PCC contract and the PCSC will therefore work closely together to	Coordination with the Program Cycle Network contractors took place on an *ad hoc* basis as scheduled by PPL. The team regularly coordinates with Knowledge Driven Agricultural Development Project (KDAD) and later Learning and Knowledge Management project (LEARN), to cross-post materials from ProgramNet to Learning Lab. Monthly meetings with the Learning Lab team.

Task	Component	Deliverables
	complement one another and mutually leverage resources.	Monthly meetings with the MyUSAID team.
	Establish guidelines to ensure consistency of branding, formatting, tone, substance and length for website text, product lines (e.g. a 'how to' note), and trainings. The contractor will also be responsible for editing content and ensuring quality control prior to submitting content to the COR for final approval prior to posting.	Under the Engagement Strategy and Website Change Authorization Matrix, PCC designed and implemented the project's "identity" across products and pages.
	Build upon the online modules that were developed under the PPMT contract to re-craft other content into web-based trainings (live webinars, voice over PowerPoint, and other modalities such as those that allow for animation interaction, chat conferencing, etc.).	Supported online and in-person events for PPMT related to Program Cycle implementation.
	Ensure that ProgramNet and all products on the site comply with Federal accessibility requirement (Section 508 compliance).	Ensured that all web development and administration activities were in compliance with Agency regulations and worked in close coordination with the CIO to obtain guidance and approvals.
4. Promote collaboration and sharing among USAID staff on the site on Program Cycle implementation	Support USAID to energize communities of practice, forums, and blogs through active facilitation.	PCC established over 21 Working Groups with as many as 1400 members as of July 2015. 16 Peer Reviews
	Facilitate the delivery of online, collaborative e-conferences, including developing the pipeline, identifying a leading expert to host the conference, soliciting broad participation, and working with the host to develop facilitation questions.	101 events completed. 4,806 participants, with an average of 49 participants per event, a high of 165 and a minimum of 2 participants. Average number of Missions participating in webinars each month 32. 867 questions asked through online and in-person events.
	Provide technical assistance to facilitate e-TDYs via AIDConnect and other mediums that enable USAID staff to provide virtual assistance to the field.	Facilitated webinars, e-Consultations and Office Hours with Agency subject matter experts
	Establish and maintain virtual learning network spaces, both for particular Missions as well as for communities of practice working on a cross-Mission Program Cycle Issue.	Established and managed 21+ Working Groups, with almost 1400 members joining 16 active Working Groups by the end of the project
	Serve as gatekeeper, approving submitted content by the field before it is posted on the website.	Backstops were assigned specific ProgramNet pages and assisted Page Owners in reviewing content and responding to questions.
5. Capture, index, and post Mission examples of Program Cycle	Work with PPL, other USAID Bureaus, the PCSC and other entities to systematically collect examples across the Program Cycle.	202 PADs from 45 Operating Units 277 Standardized Mission Orders (MO) 60 CDCS's 7 PMPs

Task	Component	Deliverables
Implementation (CDCS's, PADs, PMPs, etc.)	Create a sophisticated system of indexing, tagging, and search engine functionality within documents to allow users to easily identify examples (for example, gender integration with a project approval document (PAD), CDCS's for Feed the Future countries, etc.).	Conducted regular taxonomy reviews and implemented revisions based on utility and usage. Enhanced the search feature to optimize the ease of finding relevant documents on the site.
	Actively manage the 'reviews' functionality for uploaded documents to enable users to post their opinion about which constitutes 'good' or 'best' practice.	Backstopping assigned pages and working groups. Introduced auto-expiration, Like and Share features.
6. Maintain, upgrade, and expand website and infrastructure	Be familiar with the Drupal platform, be able to implement changes to the basic web design, and coordinate with the SLA for other Technical needs.	Completed the development and testing of nine full development iterations, along with accompanying coordination task with the Chief Information Office (CIO). Completed the development and testing of three emergency development iterations, along with accompanying coordination task with the CIO. Submitted and updated Calendar Year release plans with the CIO.
	Ensure that the ProgramNet platform is 508 compliant.	All new development, along with visual resources has been configured to meet 508 compliance, where applicable. Completed initial usability assessment, which included targeted 508 compliance review of site upon contract initiation, and made recommendations according to the findings.
	Upload documents to ProgramNet, ensuring that 508 compliance, Federal law, Agency guidance and other regulations are met.	Made recommendations for ensuring 508 compliance of soft copy documents and webinar videos and transcripts, including closed caption for embedded video.
	Regularly review and update the taxonomy and tagging system across the website.	Quarterly and *ad hoc* reviews conducted on site taxonomy and recommendations incorporated into planned releases.
	Constantly seek to increase synergies among the site's various components to improve the user experience and facilitate easy navigation and searching.	Performed routine review and updates when applicable to ensure site views were universal for all content areas site-wide. Implemented uniform standards for listing views where applicable. Examined ways to highlight content on the homepage and throughout the site, in an attempt to drive traffic to PPL highlighted content. Where applicable added images and additional information to make

Task	Component	Deliverables
		searching and synthesizing site content more user friendly.
	Where necessary, have the capacity to perform major platform upgrades over the life of the contract.	Completed complete redesign of site to improve intuitive navigability and enhance functionality. Implemented 9 Releases and 3 Emergency Releases, and Single Sign On established.

OUTCOMES & RESULTS

SITE ANALYTICS

The PCC project systematically tracked up to 50 indicators derived from Drupal, Google Analytics, Constant Contact, AIDConnect, and the ProgramNet Member Spreadsheet, complemented by After Action Reviews, Post-Event Surveys, Focus Groups and Annual Member Surveys. The team compiled and analyzed data from all these sources to prepare and deliver a monthly (quarterly and annual) **ProgramNet Analytics Report**. The report presents analysis of Member Profiles, Member Activity, Events, *ProgramNet Update* (electronic newsletter) opening and click-through rates, and major highlights or benchmarks. This data was carefully reviewed to inform decision making on a monthly basis. Analytics data was considered so valuable that the team developed component-specific analytics dashboards for each of the Program Cycle core component pages (Policy, CDCS, Project Design, M&E, and Learning) along with several other active ProgramNet topic pages to allow them to more closely monitor and facilitate their pages.

ProgramNet Members

At the start of the contract in October 2012, site membership totaled 400 users following the introduction of the beta site at the Worldwide Program Officer's Conference in July 2012. After the site was migrated inside the USAID firewall under the Program Cycle Capacity Project in December 2012, membership rose steadily to 1000 members by April 2013 and 1500 members by July 2013. The site was completely overhauled and redesigned during July and August 2013 based on intensive focus groups with Washington and field staff. The redesigned ProgramNet site was officially launched through an Agency Notice in September 2013 (the closest to a "hard launch" that the project experienced), boosting the rate of signups to 2000 members by October 2013 and reaching 2500 members by December 2013. Thus, within the first year of the project (FY13)—despite implementation delays deploying personnel onsite in PPL, and, without an official launch until the end of the year—the number of members increased six-fold, far exceeding first year targets, as well as expectations.

During FY14, members continued to sign up at a steady pace, reaching 4000 members by August 2014 and 4500 members by October 2014, essentially doubling in the second year. MyUSAID was launched in October 2014, but had no perceptible impact on the rate of ProgramNet member signups (but may have had an impact on posting and commenting, but it is difficult to say without access to MyUSAID analytics). Site membership clean-up was conducted on an annual basis (January 2014 and January 2015). The only membership dip occurred in February 2015, when the PCC backstop team "cleaned up" the membership database, removing about 500 accounts of staff who had left the Agency (around 10% of total membership). The dip is visible in **Figure 2** below, but the total number of members continued to increase following the cleanup exercise. On June 2, 2015, ProgramNet membership reached the milestone of 5000 members. The overall trend line in the number of new members signing up each month, however, gradually decreased over time, as shown in **Figure 3** below, as would be expected with a finite population of

potential members. In sum, ***the number of members increased over the life of the project (three years) by an average of 36% per month, or by a factor of 13.***

ProgramNet Member Profiles

The growth of field membership exceeded the growth of USAID/W membership over time, as shown in **Figure 4,** with 58% of members in the field and 42% in USAID/W. Within field membership, technical staff grew to twice the number of program staff. The "Other" category also exceeded program staff, led by FMO representing 28% of "Other" members, EXO representing 25%, and OAA representing 25%.

Figure 2: Number of ProgramNet Members (cumulative April 2013 to July 2015)

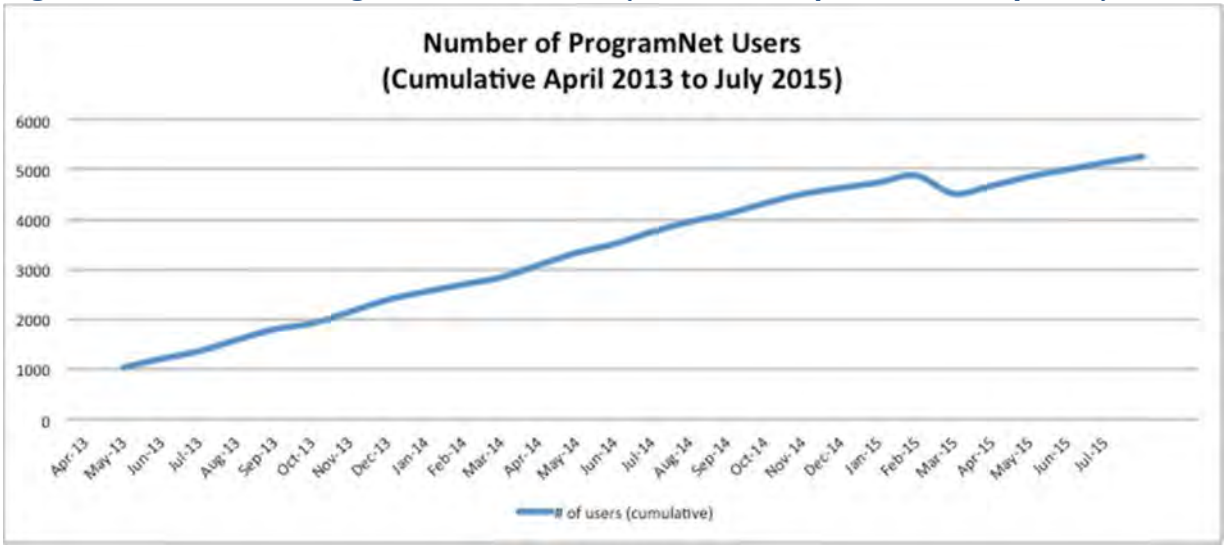


Figure 3: Number of New Members Per Month (cumulative April 2013 to July 2015)

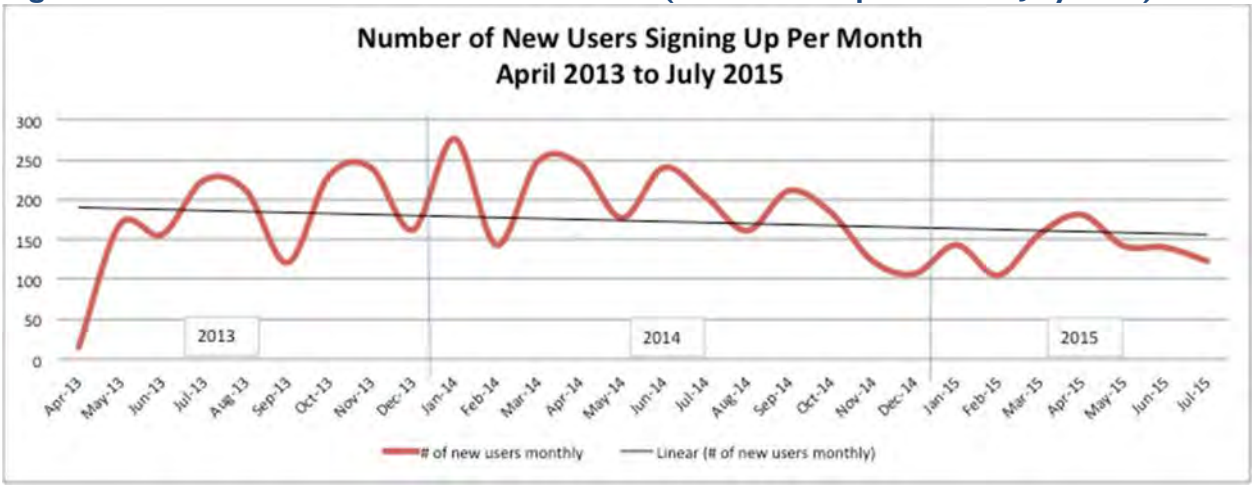
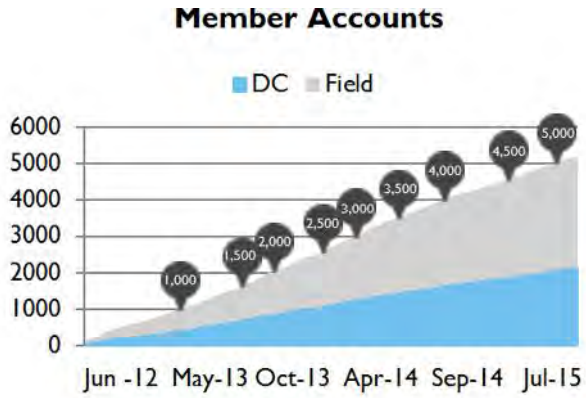
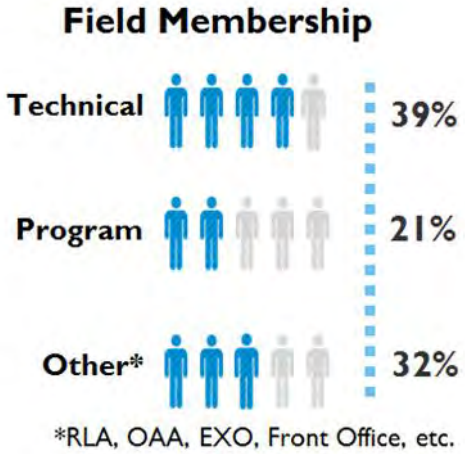


Figure 4: Breakdown of ProgramNet Member Accounts between USAID/W and the field, and within field membership





ProgramNet Member Activity

ProgramNet member activity was tracked based on the *total number* of times members visited ProgramNet each month (site visits per month, a single user might visit multiple times); the *highest number* of unique user sessions on a single day for each month (unique user sessions in a day each month); and the *total number* of pages viewed each month (page views per month). **Figure 5** shows the trends in these three indicators, which more or less track with each other.

Normalizing the data for comparative purposes, as presented in **Figure 6** below, it is possible to observe that the total number of page views (purple line) drops significantly from May to October 2014, which may be a result of the enhanced search function or that members were getting more familiar with the site and were going more directly to where they wanted to go. The trend in page views starts to rise again after that, however, it is not possible to assess whether this is a behavioral effect or simply because of the increase in total number of members.

Figure 5: Trends in Member Activity, April 2013 to July 2015

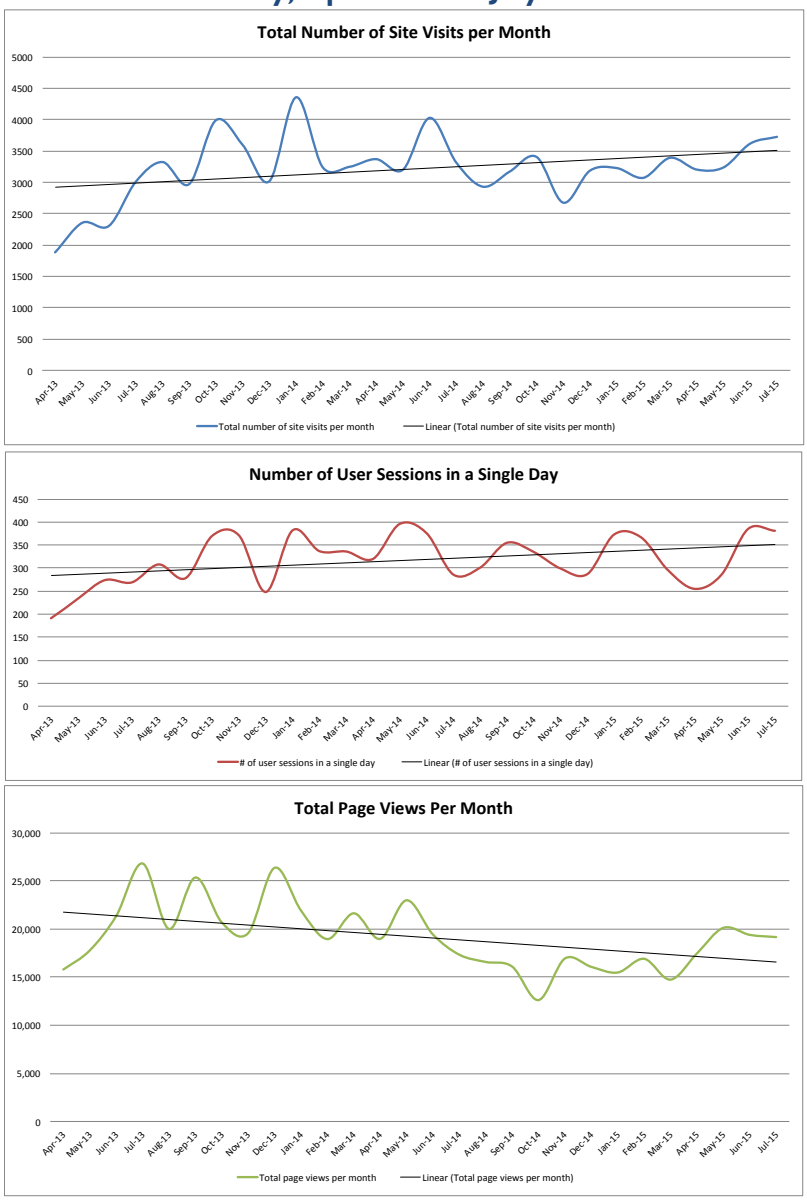
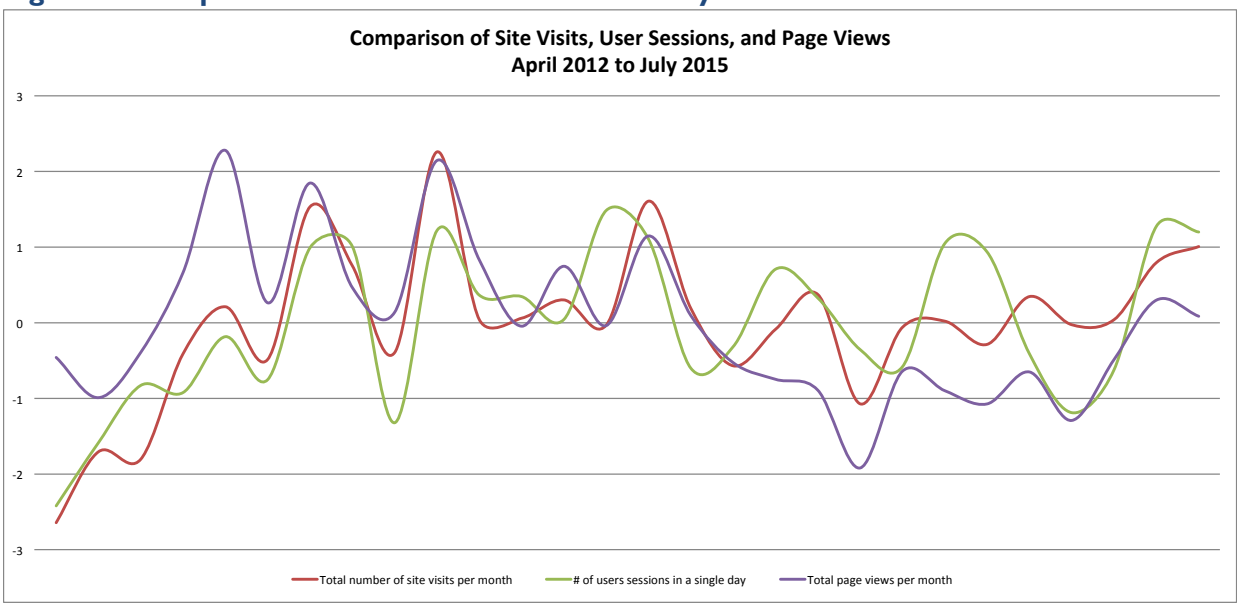


Figure 6: Comparison of Trends in Member Activity Indicators



Member Interactivity

To begin to measure the extent of peer-to-peer interactivity and sharing, the PCC team tracked five indicators: *1) number of downloads; 2) number of documents downloaded; 3) number of documents uploaded; 4) number of site comments;* and *5) number of shares*. Based on analysis of these indicators over the life of the project, the following observations can be made:

- Documents were downloaded 39,338 times (a single document may be downloaded more than once; each occurrence is counted in total downloads) from April 2013 through August 2015, for an average of about 425 documents and 1,404 total downloads per month.

- The number of *documents downloaded monthly* has increased rapidly over time as shown in **Figure 7** below. Survey data and analytics indicate that many members go to the site to download documents, so this trend is expected.

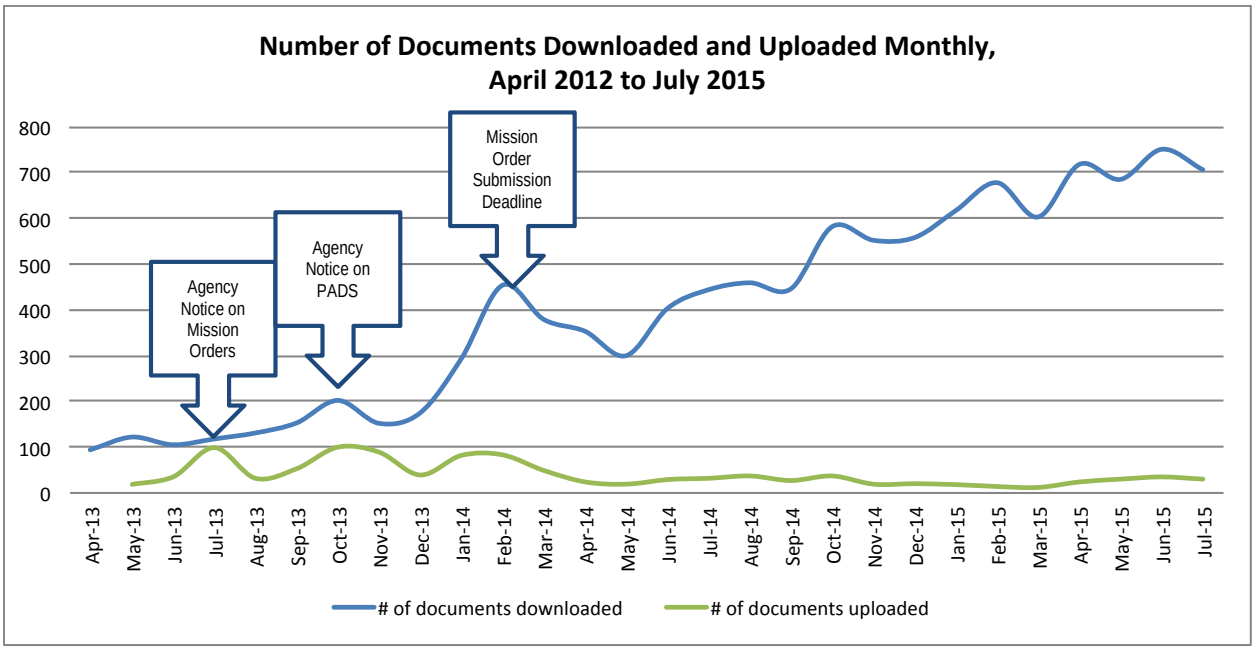
- As of August 31 2015, a total of 1,311 documents were uploaded (this number is constantly changing due to upload of new documents and expiration and removal of old or outdated documents). PADs (202) and MOs (277) represented about 46% of all documents uploaded.

- Two hundred and fifty members (252) uploaded one or more documents. Of those, 31 were ProgramNet POCs (12%), uploading 346 documents, or 26% of all uploaded documents.

- Of the 252 members who uploaded documents, 38 were PPL or PCC staff (15%), uploading 511 documents, or 39% of all uploaded documents.

- The number of *documents uploaded monthly* (plus or minus 46 per month from April 2013 to August 2015) shows an overall downward trend, as shown in **Figure 7**. The requirement that Missions upload Mission Orders (July 2013) and PADS (October 2013) markedly increased the number of uploads in 2013 into 2014, but the number tailed off after that. Increasing the number of documents uploaded is important for meeting demand for more "examples" as expressed in member surveys.

Figure 7: Number of Documents Downloaded and Uploaded Monthly, April 2013 to July 2015



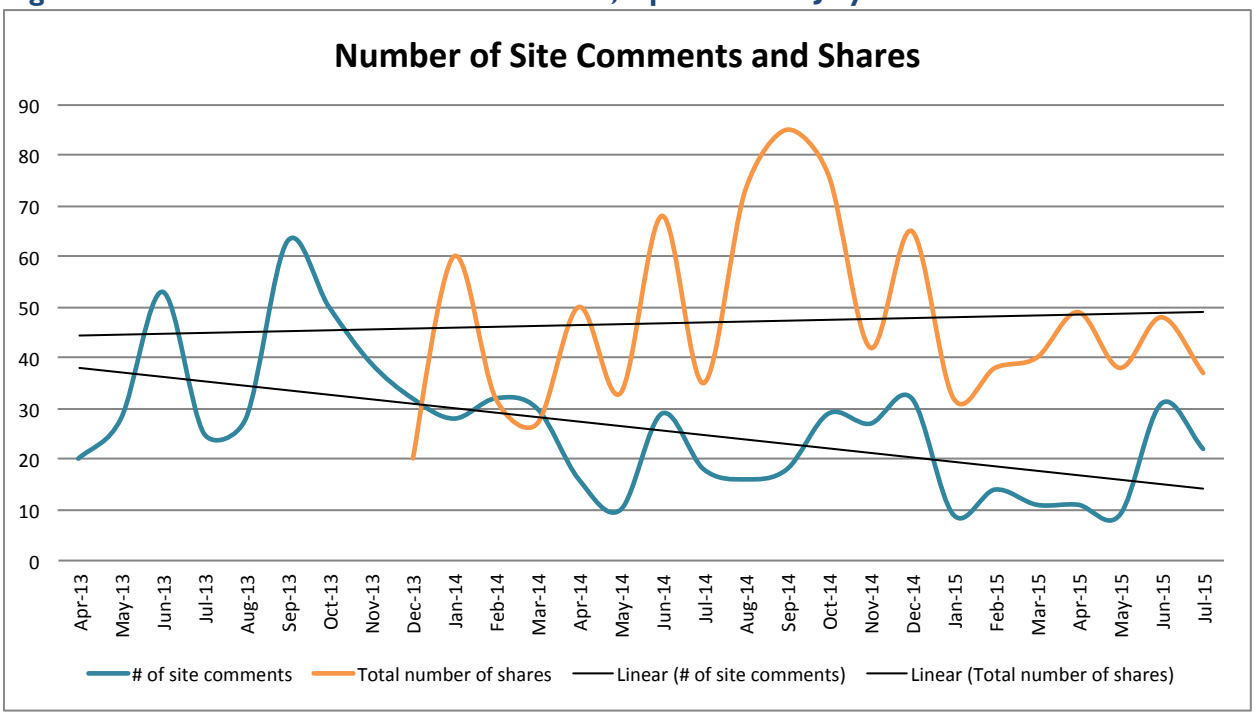
- The ten most downloaded documents are presented in **Table 3** below, led by the popular "Logical Framework Technical Note" and the Performance Monitoring Plan (PMP) Toolkit. All but one of the top ten most downloaded documents related to M&E, followed by Project Design, which inherently relies on M&E.

- The number of site comments fell dramatically around the same time as the introduction of the "Share" function in December 2013, as shown in **Figure 8** below, and continued on a downward trend. The rate of sharing stayed flat, but generally remained above the level of commenting. Again, these two behaviors are important elements of online interactivity among peers.

Table 3: Top Ten Most Downloaded Documents, April 2013 to July 2015

Document	No. of times downloaded
The Logical Framework Technical Note	545
PMP Toolkit Aug 18, 2014 Version	408
Logical Framework Template for Project Design	375
Evaluation Statement of Work	298
Draft Evaluation Toolkit	298
Results Framework Technical Note	243
Recommended PIRS for USAID Indicators	221
How to Prepare a PMP	220
PMP Toolkit Narrative Compiled with all Tools Nov 5, 2013	210
Project Design Sustainability Analysis Tool	203

Figure 8: Number of Comments and Shares, April 2013 to July 2015



Given the importance of commenting as a behavior that facilitates peer-to-peer interaction and sharing, the PCC team analyzed comment data from Drupal to identify patterns that might inform further development of ProgramNet interactivity. The data shows the following trends over the life of the project, which may be useful as baselines for further tracking under the follow on project:

- Between April 2013 and July 2015 members made 682 comments, an average of about 24 comments per month; a total of 740 comments were made since the initial launch of ProgramNet in 2012.

- Two hundred and sixty six (266) unique members contributed comments to the site, with an average of 2.8 comments per ProgramNet member.

- Looking at the distribution of comments over the life of project, shown in **Figure 9** below, the trend line is flat, indicating that the number of comments did not increase over time.

- The largest number of comments during one day was 24, in response to the a request for feedback on topics for the Trilateral Cooperation workshop in September 2013, followed by 13 in response to "CLA and Program Cycle" discussions on June 6, 2013.

- About 50% of all comments (372 comments) were made by a total of 24 members, or 3% of all members. Of those 24 members, 16 were PPL staff.

- Of the total number of comments made, 47% were contributed by PPL staff (347 comments).

- There were 28 days during which 5 or more comments were made, representing about 27% of all comments (total of 198 comments), and 4 days with 10 or more comments, representing about 8% of all comments (total of 59 comments).

Figure 9: Number of Comments by Days with Comments, December 2012 to July 2015

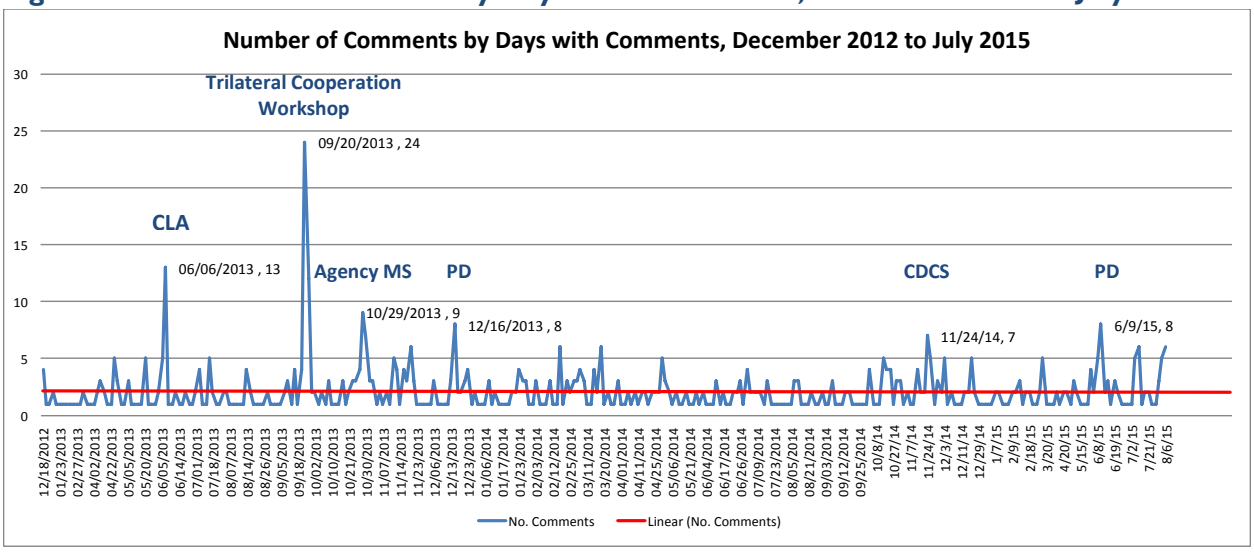


Table 4 below presents a breakdown of the members that have contributed comments to ProgramNet discussions by categories (more than 10 comments, 5 to 9 comments, 3 to 4 comments, 2 comments, and 1 comment) and the number of comments represented in each category.

- Of the 12 members contributing ten or more comments (296 comments or 39% of all comments), 11 were PPL staff (or 92% of the members contributing 10 or more comments).
- Of the 28 members contributing five or more comments (392 comments or 55% of all comments), 18 were PPL staff (64% of members making five or more comments).
- The majority of members (167 or 63%) contributed just one comment.
- With regard to Program Cycle Components, Project Design (123) and CLA (90) drew the most comments and discussion by far, followed by Evaluation (55) and CDCS (54), as shown in **Figure 10** below.

Table 4: Breakdown of Members that Have Contributed Comments to ProgramNet Discussions

	No. Commenters	% of Commenters	No. Comments	% Comments
10+	12	5%	296	39%
5-9	16	6%	96	16%
3-4	28	11%	95	13%
2	43	16%	86	12%
1	167	63%	167	23%

Figure 10: Number of Comments by Topic, April 2013 to July 2015

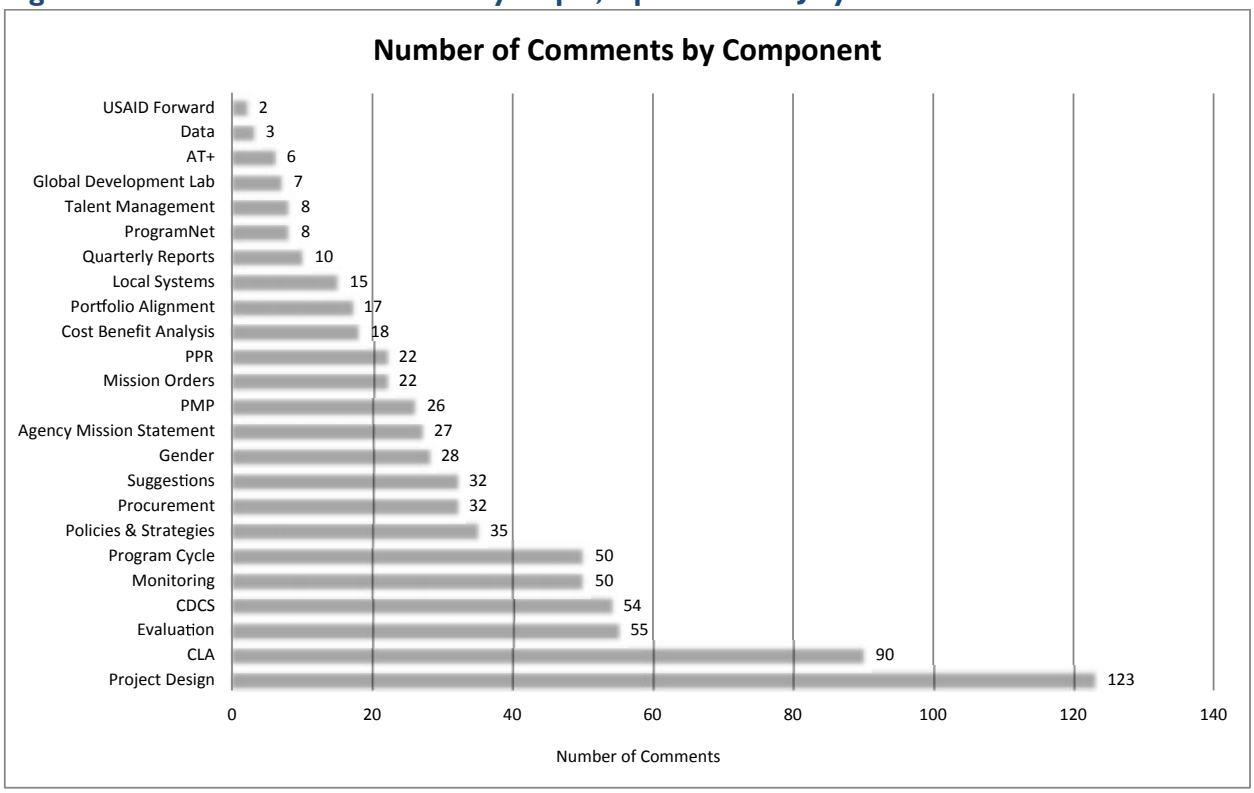


Table 5 presents results of analysis of multi-day discussions on one subject, suggesting that discussions related to Agency mandatory requirements (PADs, Past Performance Reviews [PPRs], CDCS, Evaluations, and Standardized Mission Orders) attract the most comments.

- The two most popular discussions were in response to the posting of the "*Draft Discussion Note: The Role of the Concept Paper and Project Appraisal Document," which was open for comment from May 29 to July 10, 2015, with 16 members making 28 comments, and in response to the Agency Mission Statement, with 16 members making 21 comments.*

- The average *number of comments contributed* by members participating in a specific discussion was 3.13.

- The average *number of members* participating in a specific discussion was 2.47.

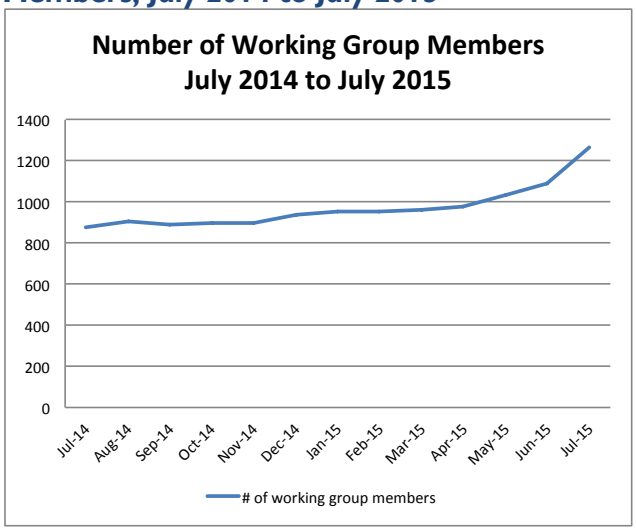
Looking at the ratio of comments per commenter on a specific discussion, it is difficult to find a clear pattern. In some discussions, there were a lot of comments made by only a few participants (high ratio of comments to commenters); in others, large number of members commented but made only one comment each (sometimes this was simply to express appreciation). Judging whether more comments or more participants are more valuable is difficult, especially without knowing the number of members who actually viewed the discussion and might have benefited.

Table 5: Most Popular Discussions with 5+ Members Commenting, Broken out by Number of Comments and Number of Members Commenting

Discussion	No. Comments	No. Members Commenting	Ratio of Comments to Commenters
Draft Discussion Note: The Role of the Concept Paper and Project Appraisal Document- (Open for Comment May 29 - July 10)	28	16	1.75
Provide Your Feedback - Agency Mission Statement	21	16	1.31
State/F FY2014 PPR Documents	19	9	2.11
All about PADs (post your questions here!)	17	13	1.31
2014-10 JPAL 101 EdX course: Questions and comments	16	4	4
Implementing the Program Cycle - Role of CORs and AORs	14	7	2
Which proposed workshop topics are most relevant to your work?	12	9	1.33
PMPs	11	9	1.22
Portfolio Alignment Webinar	11	7	1.57
Peer Review: Local Systems Framework Paper	10	10	1
CDCS Significant Issues	10	7	1.43
Questions for Mission staff implementing trilateral cooperation	9	7	1.29
Project Design Sustainability Analysis Tool	8	8	1
Managing Evaluations: A Discussion on Roles	8	6	1.33
What additional information would you like before the workshop?	8	6	1.33
Why We Need Standardization Now	8	6	1.33
Standardized Mission Order Templates	8	5	1.60

Working Groups. Working Groups played an increasingly important role in ProgramNet over time, but were slowly introduced and managed to minimize the proliferation of inactive groups. The PCC team started tracking membership in Working Groups in July 2014, when the combined membership of the Working Groups totaled 876 (the total number of members is less due to membership in multiple Working Groups). At the end of July 2015, there were 16 active Working Groups with a total membership of just under 1,400. The two largest working groups are the new 2nd Generation Program Cycle Conversation (316) and the Project Design Working Group (288).

Figure 11: Number of Working Group Members, July 2014 to July 2015



EVENTS

The events component of PCC was essential to the success of the project, not only because of the participation that webinars drew, but also due to the quality of the delivery and the positive experience of participants. The events design and management process was honed and perfected over the life of the project through a formal scoping and approval process that improved both the timeliness and quality of content preparation and presentation by presenters and facilitators, and the minimization of technological "glitches" that can prevent remote field offices from being able to participate.

After Action Reviews were conducted consistently after webinars and results were used to improve planning, logistics, technology performance, content and presentation quality. The steady growth in participation over time, as shown by the trend line in **Figure 12** below, is a reflection of the quality and reliability of online events delivery. The team branded the webinar PowerPoint templates early on, to promote ProgramNet within the Agency and distinguish ProgramNet events from other Agency activities. Additionally, in the summer of 2014, the team began to focus more on the use of webinar recordings after events, encouraging presenters to more actively promote recordings as learning products.

Webinar performance consistently exceeded expectations over the course of the project, as reflected in the following accomplishments:

- PCC conducted 101 events with a total of 4,806 participants, primarily webinars, but including peer reviews, demonstrations, and new products, such as Office Hours.

- For all online events, there were a total of 4,806 participants, with an average of 49 participants per event, a high of 165, and a minimum of 2 participants (lower participation rates generally occur during Office Hours, which are meant for more intensive one to one technical assistance).

- The average number of Missions participating in webinars each month was 32.

- Participants asked 867 questions during webinars, which were answered through online and in-person events.

- Post-event member surveys consistently revealed a highly positive response to the question regarding the value of the event to the participants' daily work and whether they had learned something. On average, 22% (and as high as 35%) of participants in a webinar responded to the post event survey question regarding improved understanding; of those, an average of 88% (and as high as 95%) reported an improved understanding of the webinar subject matter.

- Although participation by the field varied over time, by the end of the project field staff represented 52% of all participants in online events.

- The top most attended events through the end of July 2015 are shown below in **Figure 13**.

- After PPL, DCHA and E3 staff were the most frequent participants of all Operating Units, followed by the USAID Africa Bureau (AFR) and GH, as shown in **Table 6** below.

- **Table 7** presents the number of participants from USAID/W Bureaus and Offices only.

- Senegal and Kenya were the most frequently represented Missions, followed by Colombia and the Southern Africa Regional Mission, as shown in **Table 8**.

Figure 12: Number of Webinar Participants, October 2012 – July 2015

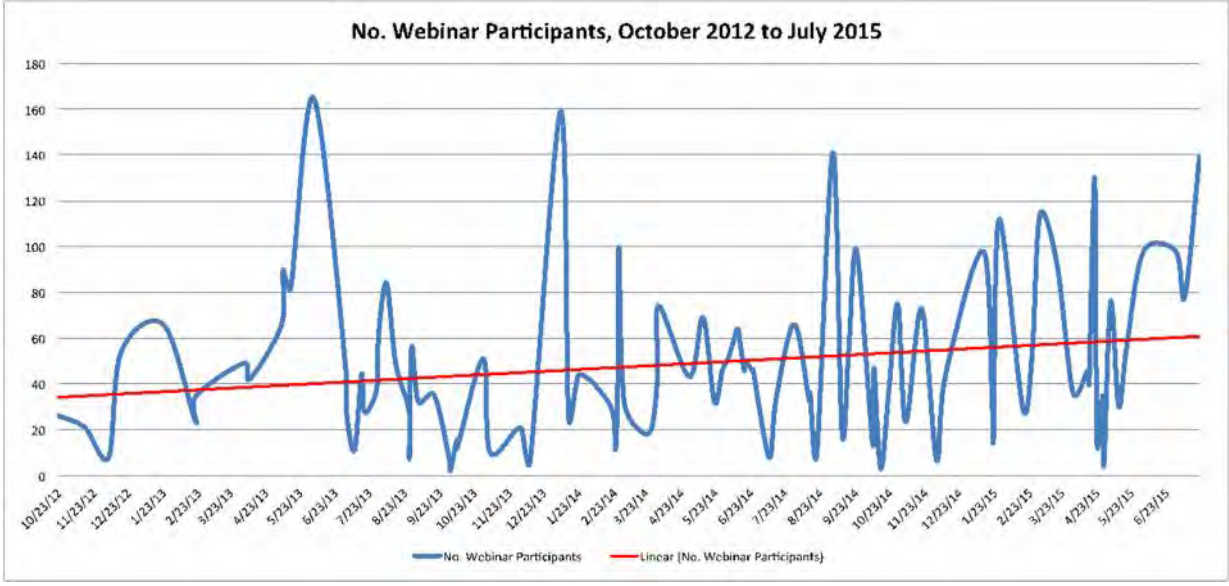


Figure 13: Webinars with more than 50 Participants, October 2012 – July 2015

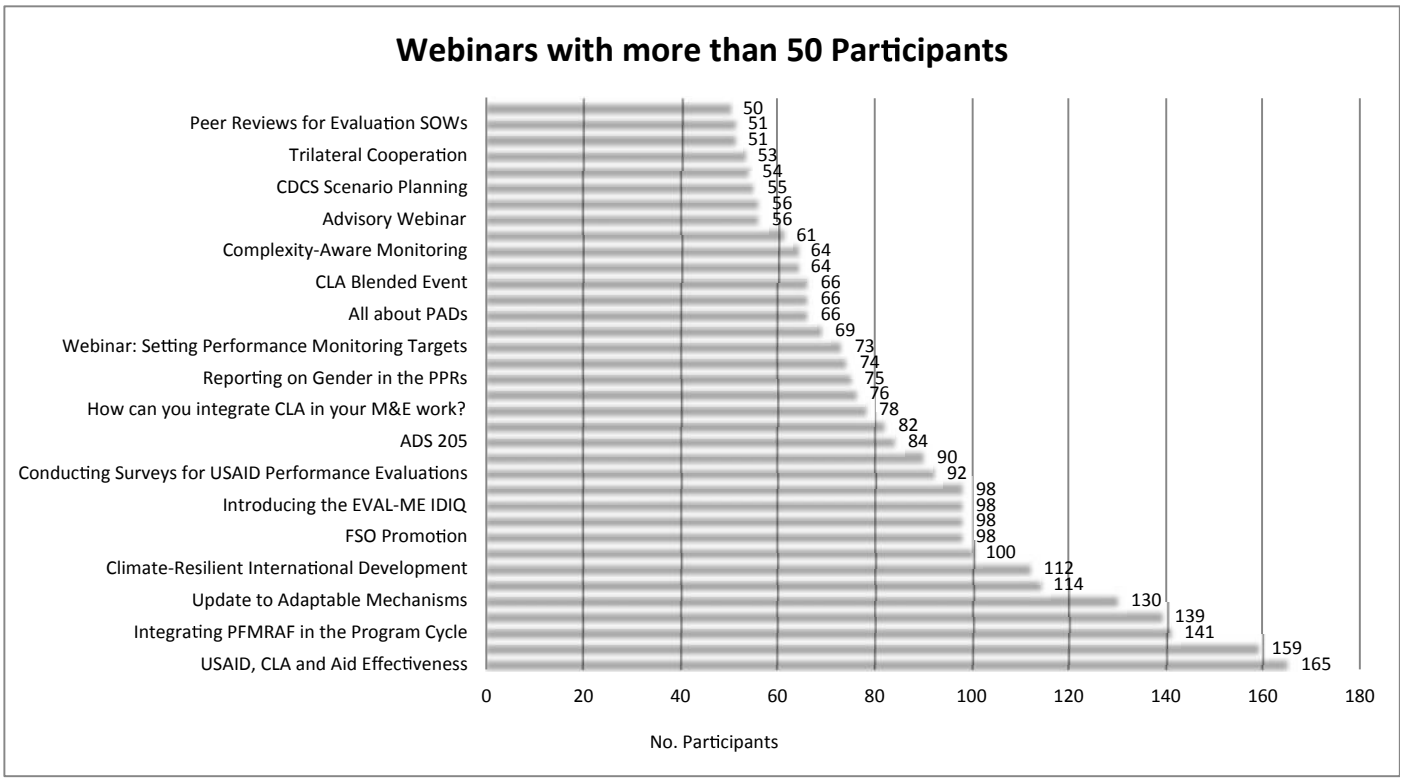


Table 6: Bureaus and Missions with the Most Webinar Participants, October 2012 to July 2015

Bureau/Mission	Total Cumulative Participants
DCHA	218
E3	203
AFR	186
GH	156
Senegal	143
Kenya	129
BFS	112
M	106

Table 7: Bureaus/Offices with the Most Webinar Participants, October 2012 to July 2015

USAID Bureaus	Total Cumulative Participants
PPL	656
DCHA	218
E3	203
AFR	186
GH	156
BFS	112
M	106
LAB	87
E&E	72
LAC	67
ASIA	42
ME	41
OAPA	39
AID/A	31
IDEA	28
HR	24
PRM	3
IG	3
LPA	2

Table 8: Missions with the Most Webinar Participants, October 2012 to July 2015

USAID Mission	Total Cumulative Participants
Senegal	143
Kenya	129
Colombia	76
Southern Africa Regional	75
Uganda	68
Rwanda	66
Zimbabwe	66
Peru	64
Mozambique	62
Ghana	60
Haiti	60
Guatemala	55
RDMA	50

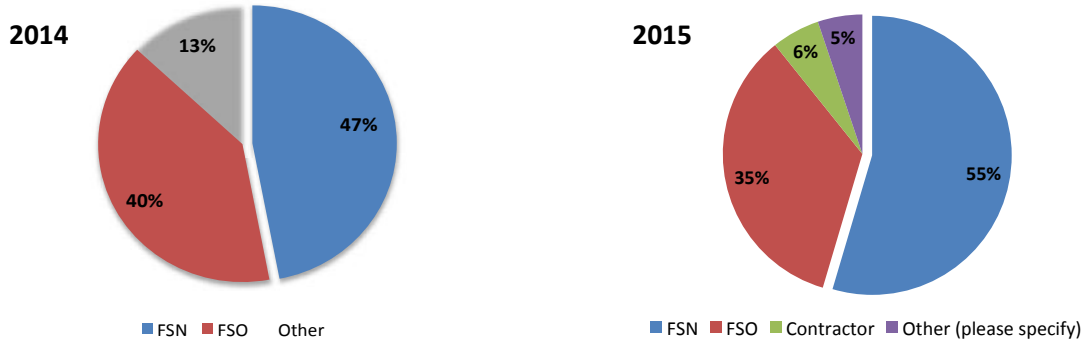
ANNUAL MEMBER SURVEYS

After ProgramNet was underway for a full year, the PCC project conducted a survey of all ProgramNet members in May 2014 (3500) to learn more about why members go to ProgramNet and how they engage with the site. The 2014 ProgramNet survey received 345 responses, representing a 10% response rate, with 58% of responses coming from field staff. The survey found that:

- The majority of members come to the site to find information, access FAQs, and learn about what's new (what others are doing/sharing);
- Time constraint was the most cited barrier to actively engaging on ProgramNet;
- Frustration with the search function was frequently cited in the open comments;
- Respondents' primary need was for examples and templates from other Missions, showing how Program Cycle requirements were successfully implemented;
- Authoritative guidance for compliance with ADS requirements was also a key demand;
- ProgramNet is viewed positively as a "one-stop shop" for Program Cycle information; and
- M&E was mentioned multiple times specifically as a "favorite feature"

A notable result from the survey was the finding that Foreign Service Nationals (FSNs) were significant users of ProgramNet, as shown in **Figure 14** below. As a response to the survey results, the PCC team incorporated a number of changes to the site to improve the organization of FAQs, upgrade the homepage, and increase focus on the gathering and uploading of mission examples and templates. A strategy for engaging FSNs was discussed as part of future iterations of the Engagement Strategy.

Figure 14: Breakdown of Field Responses by FSNs, FSOs, and Others, 2014 and 2015 Surveys



In May 2015, the team launched a second member survey to solicit additional feedback on how to continue to improve both the functionality and content of the site and assess changes in reported behavior over time. More members responded to the 2015 survey, 382, representing a response rate of 8%, based on total membership of 4669. FSNs represented the majority of field respondents (55%) as shown above in **Figure 14**. The 2015 survey found that:

- Almost half the respondents said they learned about ProgramNet from colleagues
- Most 65% of respondents reported visiting the site at least 1-2 times a month
- FSNs reported more frequent visits to the site compared to Foreign Service Officers (FSOs)
- 63% of respondents agree that ProgramNet is their key resource for Program Cycle information
- 58% said they find the site easy to use

- Again, Mission examples and templates was the most desired content, in addition to M&E and PD content; implementation came up for the first time as a topic for which information was in demand

INTERACTIVITY STRATEGY AND FRAMEWORK ANALYSIS

ProgramNet is based on the hypothesis that peer-to-peer knowledge sharing and interactivity are fundamental to Program Cycle capacity building and institutionalization. To approach the challenge of measuring interactivity using the data available, the PCC team developed a "ladder" of online interaction profiles (See **Annex C)** based on industry models for researching online behavior, and adapted it to the objectives of ProgramNet and PCC. The ladder framework provides a meaningful way to use analytics to categorize behavior profiles at varying intensities of engagement, and defines common terminology around what types of behaviors represent meaningful interactivity.

The team used available data to associate indicators with behaviors under each profile and to conduct a baseline analysis to establish a sense of the profiles of ProgramNet members. Since no single quantitative indicator adequately measures "interactivity" (based on available data), the team identified a set of indicators for each profile that together might more meaningfully reflect a continuum of interactivity behavior. Lastly, the numerical value attached to the indicators is less in important as an absolute measure than in its ability to indicate direction of change, i.e., movement "up" the interactivity ladder.

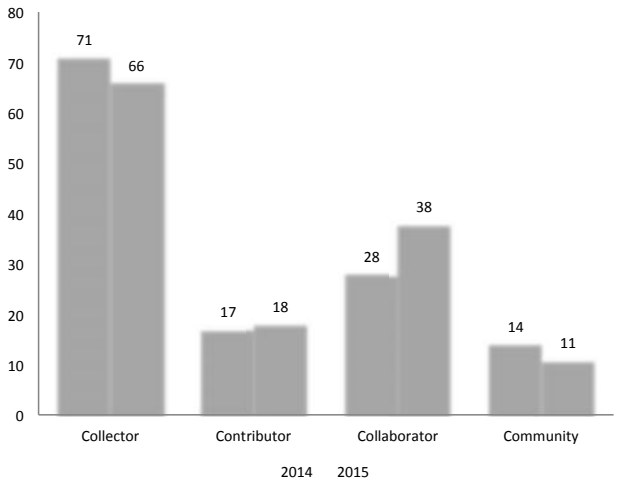
Table 7: ProgramNet Interactivity Behavior Profiles and Indicators

Profile	Behavior	Indicators
Community Member	Actively participates over time as member of a community	Join a community of practice Join a working group Profile updated, with photo Contribute as guest blogger
Collaborators	Engages with peers to provide or receive knowledge or feedback for specific task/topic	Solicit feedback Join a webinar Participate in a Peer Review Subscribe to a Forum to engage in threaded discussion on a specific topic
Contributors	Shares information	Share information Upload content (examples, documents, video, audio) Post a comment Like Add tags to content Respond to surveys
Collectors	Seeks information	Find information Learn about what's new Comply with Agency requirements (upload a PAD or MO) Download content (documents, templates) Access FAQS View online discussions, blogs, forums, comments View upcoming events Listen to audiocasts/watch webinar recordings

Using this framework, the team analyzed and compared the results of the two member surveys and analytics data, providing *self-reported* behavior and actual behavior as reflected in online activity. Comparing the FY14 and FY15 survey responses shows a slight decrease in the indicators for the Collector and Community profiles (the lowest and highest "rungs"), but there was an observable increase in Collaborators and a slight increase in Contributors (the middle rungs). (See **Figure 15** below) These results point to a positive trend in that members who responded to the survey reported increasing activity that indicates that they are moving "up" the ladder to more intensive engagement. Note that the survey

questions were not precisely aligned with the ladder definitions, so these results are only a first indication of how the framework might be used.

Figure 15: Comparison of 2014 and 2015 Reported Behaviors Based on Interactivity Ladder Categories



Analysis of the Analytics Annex provides an interesting counterpoint to the survey results, since it provides evidence of *actual online behavior*, which can be compared to what members report on the surveys. Note that all ProgramNet members received the survey and the results are based on those who responded; the analysis of actual behavior is based on analytics for the entire site membership. Also, the surveys were done twice at a point in time (FY14 and FY15), while the Analytics Annex is analyzed for the entire life of project. Also note that the categories do not add up to 100% as behavior is not exclusive to one category; moreover, each category may influence the others, e.g., more collaboration can lead to more contributors. **Table 8** below presents a comparison of the results of the two surveys and analysis of the member database.

Table 8: Comparison of reported behaviors vs. actual online behavior trends

Profile	PN Behaviors	Survey FY14 % of respondents (n=345)	Survey FY15 % of respondents (n=382)	PN Analytics (% of members, July 2015 (n=5000)
Community	% joining a working group	14%	11%	25%*
Collaborators	% joining a webinar	28%	38%	71%***
Contributors	% uploading	17%	18%	15%***
Collectors	% downloading	71%	66%	

*1,269 members divided by 5,000 (Note that this number is the total number of individuals who are members of working groups; the total membership of all working groups is 1,396, as one can be a member of more than one group at any time)
**265 unique comments divided by 5,000
***94 events with average of 38 participants, divided by 5,000
****Approximately 760 unique users divided by 5,000

The results show a discrepancy between what is reported and what is tracked. It is notable that actual behavior shows a much more significant amount of activity at the higher rungs of the ladder than reported behavior based on the survey results. To make this analysis meaningful, however, the follow-on team will need to: a) make the questions in the survey consistent with the ladder definitions; and b) determine how

best to use the analytics data that is available to establish comparable time periods, samples, and indicators. In addition, the team may want to assess whether commenting is a viable measure of "interactivity" or "collaboration"; 9% of survey respondents in the FY15 survey reported commenting, while 5% of the entire site membership actually commented. Industry standards may provide a context for judging whether these results are low or high. In any case, the ability to compare actual behavior to reported behavior offers the team a unique opportunity for learning.

MILESTONES, HIGHLIGHTS, AND SUCCESS STORIES

Exceptional Growth of Membership Base. As documented above, the rate of membership development exceeded expectations at every stage of the project. The achievement of 2,500 members signing up by the end of the first year was considered at that time as a major milestone and expectations at that time were that signups would begin to decline. The rate of signups continued, however, and by the end of the project, membership had reached over 5,400 members.

United States
Agency for International Development
Administrator's Management Improvement Award
ProgramNet
In recognition of their distinguished team leadership and dedication to the Agency's efforts to strengthen the disciple of development through the establishment of ProgramNet; an innovative knowledge management platform used by over 2,000 USAID employees.
2013 USAID Awards Program

Administrator's Management Improvement Award. The ProgramNet team, including both USAID staff and contract staff, was awarded the **2013 Administrator's Management Improvement Award in April, 2014.** The award nomination stated, "The ProgramNet team's leadership in working collaboratively across the Agency to develop innovative approaches to build Agency capacity to strengthen the discipline of development has resulted in significant impact on overall Agency efficiency and operations—both in Washington and in the field. In short, the effort of this team exemplifies the exceptional achievement that this award is intended to recognize. Their efforts have helped make USAID's reforms real and provided a platform for field staff to engage with each other in how best to influence development outcomes."

Webinars consistently achieved new milestones over the course life of project. The recent **ADS Revisions for Monitoring and Evaluation and Learning Webinar** achieved the highest attendance to date, with a record 200 participants from 43 different Missions. A high percentage of field personnel participated (40%) and 97% of participants who responded to the post event survey reported that their understanding of the subject matter improved following the webinar. This event recording has been viewed an additional 44 times after it was posted on ProgramNet.

Innovations to ProgramNet Functionality. PCC implemented nine (9) software development releases, each one introducing innovations in design and functionality to improve ease of use and enhanced user experience. Among the successes are:

- **Complete Redesign of ProgramNet**. When the beta site was migrated inside the firewall in December 2012, it became apparent that the site needed significant development to remove bugs, upgrade functions and add features to meet the needs of the PCC project and the ProgramNet users. The fully redesigned site was launched in September 2013, and contributed to a significant increase in membership and utilization.

- **Single Sign On**. In March 2014, the team introduced Single Sign-On (SSO) to eliminate the need for members to sign on to ProgramNet with a separate password once they had already signed on to their USAID accounts each day. Allowing staff be automatically signed on to ProgramNet was a strategic target for increasing the ease of access and use of the site.

- **Social Networking Functionality**. Although PCC was not able to use external social media applications (LinkedIn, Twitter, Facebook, etc.), the team introduced the "Share" and "Like" functions to ProgramNet as a way to encourage engagement on the site. The Share feature was introduced in December 2013 and expanded in August 2014. To date, 495 documents were shared 948 times. The Like feature was introduced in May 2014, and, as of the end of July 2015, there were 582 'Likes' on the site. Additionally, notifications for comments were introduced in April 2015. As part of this enhancement, site members now receive notifications anytime another member comments on their posted content, or leaves a reply to their comment.

- **Search Function Optimization.** The December 2013 site release introduced enhanced search functionality on ProgramNet. As a result, ProgramNet now indexes content for library items that are uploaded as attachments. This feature enables members to more easily find the resources they are seeking, by allowing ProgramNet to search text within attachments, in addition to fields such as title, tags, and keywords.

- **Auto-Archive Feature.** In response to requests to make it easier to curate library content and remove old content from the site, the PCC team introduced an "Auto-Archive" feature to ProgramNet in May 2014. This feature automatically archives and deletes library items after one year, unless Page Owners extend content expiration dates, helping to ensure that ProgramNet content is relevant and up-to-date.

- **December 2014 Homepage Redesign.** In December 2014, the ProgramNet Homepage layout was redesigned and enhanced with the addition of several new features based on member requests and focus group input. A homepage slider was added to feature graphics and images. Additionally, an events calendar was added to the homepage to make it easier for members to see upcoming events at a glance. Another new feature was the addition of a section entitled, "Today's Popular Content" which displayed recently viewed content so members can see what other Agency staff find useful on the site.

- **FAQ Sorting.** In August 2014, new functionality was introduced to streamline the arrangement of the individual page FAQs. ProgramNet Page Owners are now able to set the order of their FAQs using a drag-and-drop interface accessible from the administration menu on their page. The order selected will be reflected in the FAQ "bucket" on their page, as well as the full page specific FAQ listing.

- **Event Subscriptions.** In April 2015, in response to the high demand for ProgramNet event updates, the team introduced the ability to subscribe to the site events page. Site members can opt to receive notifications sent directly to their USAID email address anytime a new event is added or an existing event is updated. In order to reduce potential inundation related to using this feature, the new functionality was configured to offer administrators the ability to suppress notifications when making minor updates to the event content.

- **Introduction of Bookmarks**. The Bookmarks feature was introduced in response to Page Owner and member requests to be able to navigate to frequently used pages and resources more quickly. It was added to the site in December 2014 and expanded in August 2015 to add the ability to bookmark Component Pages, Topic and Sector Pages, Region and Country Pages, and Working Groups.

Establishment of the Program Cycle Working Group. As Program Cycle capacity building activities began to expand and accelerate across components, the potential increased for duplication of effort and missed opportunities to collaborate. Given that ProgramNet was the *de facto* "hub" for all

components, SPP and the PCC team began to provide support for coordination across components and PPL offices. For this purpose, the SPP Office Director established the Program Cycle Working Group, with support from PCC. To help guide and coordinate all PPL Program Cycle capacity building activities and investments, PCC developed the following processes and tools:

- **Program Cycle Results Framework.** The framework provided a way for PPL offices to identify and coordinate their contributions to the overall objective of institutionalizing Program Cycle. The framework was initially adopted by SPP and LER, and is now being adopted for PPL as a whole.

- **Program Cycle Tracker.** As each Backstop began to work with their designated Page Owners, it became clear that planning of trainings, events, TDYs, and page content was fragmented among the different Program Cycle Component teams, particularly in terms of knowing what each was doing or planning at the mission level. PCC created a simple, excel-based "tracker" to consolidate this and other information and it became the basis for regular Program Cycle Team Lead meetings. This tool is now being turned into a more sophisticated "Dashboard" by the LEARN Contract.

2nd Generation Program Cycle Working Space. While working groups were in limited use in the first year of the project, the process of creating, approving, and facilitating them was improved over time, resulting in larger and more active non-mandatory groups. The newly established Second Generation Program Cycle Conversation Space was created to provide a venue for Agency staff to learn about and provide input to Program Cycle reforms. This working group has the largest number of users and more interactivity than any other working group, largely due to PPL's outreach around Program Cycle reforms.

CDCS After Action Reviews. ProgramNet became a hub for CDCS support and the opportunity was leveraged to conduct After Action Reviews of the CDCS process. These reviews provided significant input to the ADS provision process now underway. The AARs are now required reading for new SPP staff.

Sharing learning with MyUSAID. The Internet Modernization Initiative (IMI) team periodically consulted with ProgramNet staff, who provided briefings, materials, and technical advice as MyUSAID was being designed and developed. Based on these interactions, the MyUSAID team considered ProgramNet to be one of the most advanced systems in the Agency.

CONTRACT MANAGEMENT

IQC TASK ORDER (TO)

The PCC project was awarded as A Task Order (TO) (AID-OAA-TO-12-00058) to Development & Training Services (dTS) as a prime under the Transparency, Accountability and Performance (TAP) Indefinite Quantity Contract (IQC) (AID-OAA-I-00-10-00014). The contract was signed on September 30, 2012 with a value of $972,783 for services to be performed through September 29, 2015 including two option years. The total contract value was $2,871,193. **Table 9** below presents modifications to the task order over the life of project. **Table 10** presents the final 3-year budget report.

Table 9: Task Order Modifications

Date	No.	Reason for Modification
10/10/12	1	Consent to subcontract under the Task Order: Engility/IRG and Development InfoStructure, Inc. (Devis).
12/21/12	2	Incorporated the necessary security language that the contract requires performance at the classified level.

1/17/13	3	Involved the following: 1) replaced the mid-level Information Architect Key Personnel; 2) deleted the Business Manager Key personnel position; 3) added a junior labor category; 4) realigned the budget at no additional cost;
9/16/13	4	Involved the following: 1) Change COR from Carissa Page to Kerri DiZoglio; 2) exercise the 1st year option; and 3) to provide incremental funding in the amount of $953,268, increasing the total obligated amount from $972,783 to $1,926,051.
9/24/14	5	Project fully obligated – Total Approved Budget $2,871,931.00.
5/17/15	6	Involved the following: Contract Budget Realignment of Option year 1 and Option Year 2 CLINS, increasing Y2 budget. Changing the due date of the final report to September 29, 2015, at no additional cost to the Government.
9/9/15	7	No-cost modification, extending the end date to November 30, 2015.

BUDGET MANAGEMENT

Table 10: Final 3-Year Budget Report

		Base Year			Option Year 1 Incurred Costs			Proposed Option Year 2 with no cost extension			Grand Total
IQC Clin	Labor	LOE Hours	Unit Cost	Total Cost	LOE Hours	Unit Cost	Total Incurred Costs	LOE Hours	Unit Cost	Total Estimated Cost	Grand Total Estimated Cost
2010	Business Manager	-	$ 118.17	$ -	-	$ 120.53	$ -	-	$ 122.94	$ -	$ -
2014	Performance Management	295.00	$ 187.77	$ 55,392.15	563.00	$ 191.53	$ 107,831.39	75	$ 195.36	$ 14,652.00	$ 177,875.54
2015	Performance Management	1,015.00	$ 100.14	$ 101,642.10	209.00	$ 102.14	$ 21,347.26	-	$ 104.18	$ -	$ 122,989.36
2041	Senior Information Architect				67.50	$ 200.80	$ 13,554.00	31.00	$ 204.81	$ 6,349.11	$ 19,903.11
								(10.00)	$ 200.80	$ (2,008.00)	
2041	Senior Information Architect				144.00	$ 204.81	$ 29,492.64	125	$ 208.91	$ 26,113.75	$ 55,606.39
2042	Mid-level information architect				144.50	$ 108.05	$ 15,613.23	4	$ 110.21	$ 440.84	$ 16,054.07
2042	Mid-level information architect	1,920.00	$ 108.05	$ 207,456.00	3,383.00	$ 110.21	$ 372,840.43	2,749.50	$ 112.41	$ 309,071.30	$ 889,367.73
2043	Communications/Information				622.00	$ 79.98	$ 49,747.56	305	$ 81.58	$ 24,881.90	$ 74,629.46
2043	Jr-level				4,889.00	$ 81.58	$ 398,844.62	6,583	$ 83.21	$ 547,771.43	$ 946,616.05
2044	Administrative Support	1,226.50	$ 43.32	$ 53,131.98	-	$ 44.19	$ -	-	$ 45.07	$ -	$ 53,131.98
Labor Costs		***4,457***		**$ 417,622.23**	***10,022***		**$ 1,009,271.13**	***9,862.50***		**$ 927,272.33**	**$ 2,354,165.68**
dTS Other Direct Costs (ODCs)				$ 125,452.07			$ 107,417.13			205,654.94	$ 438,524.14
General and Administrative (G&A) on ODCs			18.07%	$ 22,669.19		18.07%	$ 19,410.28		18.07%	$ 37,161.85	$ 79,241.32
Total				**$ 565,743.49**			**$ 1,136,098.54**			**$ 1,170,089.11**	**$ 2,871,931.00**

LESSONS LEARNED & RECOMMENDATIONS FOR PROGRAMNET 3.0

The Program Cycle Capacity project and its support for ProgramNet were successful by almost any measure, thanks to careful adaptive management based on clear and consistent principles of implementation, as outlined below. Each of these elements played a critical role in achieving the most important function of the site, ensuring rapid and effective customer service that meets members' needs around implementation and institutionalization of the Program Cycle. The project also faced a number of internal and external challenges, described below along with suggested solutions, as appropriate.

Strengths

- **Adaptive Team Structure.** The structure of the PCC team evolved in line with the site, adapting to changes in priorities, new requirements and member demand. In this context, the danger of overloading staff was high, due to constantly emerging and shifting developments and unexpected requests needing immediate attention. Careful structuring and adjustment of staff functions, therefore, was critical to project effectiveness and to ensuring that daily core functions were consistently performed. At the same time, redundancy was built in to the backstopping structure, to ensure that every function had an assigned backstop or alternate when absent.

- **Onsite Team**. The location of the project team onsite in PPL/SPP was essential to the success of the project. As a customer service based contract, physical presence and logical access were critical to effective internal communications and relationship building. Most importantly, it allowed the team to build a highly collaborative relationship with the COR, facilitating a constant exchange of information in real time, which improved the effectiveness and timeliness of decision making and implementation. The full time presence of the project staff allowed them to build trust and credibility with their USAID colleagues, which improved information exchange and collaboration. It also allowed the project staff to be engaged in the USAID environment on a daily basis, giving them insights into the culture and dynamics of the organization that informed the knowledge management and implementation approach to ProgramNet. It also positioned the staff to offer solutions to Program Cycle coordination within PPL based on knowledge of the challenges as they intersected with ProgramNet objectives.

- **Flexible Contract Management.** The contract was awarded under an IQC as a Time & Materials (T&M) Task Order, primarily for Labor, and with minimal Other Direct Costs (ODC). Given the "emergent" nature of the scope of work, it was difficult to pre-determine the team structure, and, consequently, significant changes in staffing positions and shifting of LOE within the scope of work and budget were needed to meet the requirements of the project. For example, technology support for the website originally was anticipated to be limited. The scope of site development work necessary, however, became apparent during migration inside the firewall, requiring more ODCs for development, and the addition of a labor category for a Technology expert to provide ongoing technology services to the staff and liaised with the CIO. This turned out to be one of the most important factors for the success of the site, because it allowed the staff to continually improve the site and upgrade services based on demand, analytics, and access to technology solutions that would work inside the firewall and that were in compliance with government regulations for websites.

- **SPP Leadership and Management**. The commitment of SPP leadership to the project was essential, given evident underlying skepticism about "yet another website." Keenly aware of potential pitfalls, SPP staff championed the site without qualification; created a team environment between the USAID staff and the project staff (while ensuring that project staff performed no inherently governmental functions); responded to issues raised by the staff and worked with them to develop solutions, which often entailed a combination of technical, implementation and bureaucratic solutions that required teamwork to accomplish; provided the staff with a "safe space" to be able to experiment, learn and develop appropriate solutions. At times, an Activity Manager was available to support the COR, which provided much needed management and technical support, but the continuity of engagement of the same COR for the entire life of project was essential to the success of the project.

  Attentive management of the project and contract by the COR, Activity Managers, and the SPP team ensured that the PCC project staff were able to stay within scope and at a level of operations that ensured effective support as awareness of ProgramNet grew producing demand for services. Even then, workloads were often burdensome due to the increasing demand for information and services generated by the users and site management. This was carefully managed through collaboration between the project and SPP in order to balance responsiveness, workload management and contract compliance.

- **Policies and Procedures**. The SPP staff and the PCC team developed policies and procedures for dealing with the multitude of issues and decision points that often arose, providing clarity to the PCC project staff, Page Owners and members regarding the core mission of ProgramNet. It defined the "boundaries" and parameters to help prioritize and make decisions about allocation of time and effort. Over time, as solutions were developed, the team began to develop a Systems and Processes Manual so that all the processes, knowledge and lessons learned were documented for current and future staff.

- **Engagement Strategy.** A critical element of the success of ProgramNet was the fact that there was little fanfare or publicizing of the site, allowing it to grow its membership organically in response to actual demand (and to avoid creating expectations that the site was not ready to meet). The Engagement Strategy was designed and rolled out in stages by the entire team, prioritizing audiences and engaging them on terms that would overcome or avoid some of the natural resistance to change. It was implemented systematically under a carefully developed schedule and associated communications products. Within each audience, a POC was identified to be a member of the ProgramNet team. The approach was sensitive to the field perspective and avoided email blasts or other means of communications that might serve to alienate rather than attract users. At the same time, the two Agency Notices requiring PADs and Mission Orders to be uploaded to the site did serve to raise awareness and boost membership significantly.

- **Applied Analytics**. Data was critical to the adaptive management approach that was required for a website dedicated to peer-to-peer sharing and capacity building. The team used the full range of data available to them from Drupal, Google Analytics, Constant Contact, AIDConnect, and the Survey Monkey, complemented by After Action Reviews, Focus Groups and Annual Member Surveys. The data was regularly analyzed and used in real time to inform both short and long term implementation. The information and reports came to be valued for other purposes outside the project, and are used by PPL for a variety of reporting requirements.

- **"Glitch-free" Event Management.** ProgramNet webinars were universally considered high quality professional events. This was due to the technical, facilitation, planning, logistical and scoping skills of the project event staff. The webinar process was refined, perfected, and documented with clear

guidance and quality control procedures for all aspects of the event development and management process. Once the next version of AIDConnect is adopted by USAID, the quality of events and ability to capture data, especially interactivity data, will be greatly enhanced.

- **Managing Taxonomy.** The PCC team regularly reviewed and made changes to the ProgramNet taxonomy in response to changing needs from members and the client. As interest in the site increased, demand for new pages for a wide variety of topics grew. To ensure relevance to and integrity of ProgramNet, SPP established procedures to "vet" new page proposals. In many cases, the demand for or commitment to new pages was not sufficient to justify the effort, but tags were created as an alternative, to ease searches. As demand grew and changed, managing of taxonomy and maintaining searchability became a challenge. Consequently, the PPC project established a regular review process. With the launch of MyUSAID in late 2014, ProgramNet was able to refocus on core components of the Program Cycle and streamlined existing Topic and Sector pages, streamlining the taxonomy. The flexibility of the team in responding to requests to review and update site taxonomy helped the site remain responsive and up-to-date with current PPL and Agency priorities.

- **Working with the CIO.** From the very beginning, the relationship with the CIO was essential to implementation of the project. The migration of the website inside the USAID firewall turned out to be more challenging than anticipated, and the successful effort established a good working relationship that served the team through the entire project. This was also important given the heavy workload, shifting deadlines, and competing priorities facing the CIO, including managing the IMI process. Due to CIO constraints, the number of software releases was limited to three per calendar year, which resulted the need for larger iterations and less flexibility. The positive relationship was key to moving things through the CIO process based on understanding of their processes and needs.

Weaknesses and Solutions

- **A matter of time.** ProgramNet implementation comes up against the limits of staff time on a daily basis. One of the biggest challenges for a project like PCC was providing support for USAID POCs to enhance their effectiveness, while avoiding crossing the line into "doing" the work for them. This is a central problem of sustainability for internal reform initiatives, and PCC does not claim to have solved this issue. This is one of the reasons that adaptive management was important, however, since it allowed the SPP and project staff to find solutions that kept the initiative in the hands of overburdened USAID staff.

  The backstopping strategy was specifically designed for the purpose of maintaining "ownership" of ProgramNet pages with USAID staff, while providing the support they needed to effectively manage and curate their pages. The fundamental challenge is that supporting ProgramNet pages is an additional function for already overburdened staff, with no apparent reward. For this reason, the PCC team began to experiment with different kinds of incentives, from publically recognizing and rewarding "ProgramNet Champions" to working with USAID University to create opportunities for staff to earn points on ProgramNet events, or encouraging supervisors to include ProgramNet activities in AEFs. In the long run, sustaining ProgramNet operations may require solutions from the Office Of Human Capital and Talent Management.

- **Lack of engagement of mission leadership.** While the Engagement Strategy identified Mission Directors as key audiences, the opportunity to engage was limited. Going forward, the team should place an emphasis on engaging Mission Directors as part of the new contract outreach.

- **Lack of FSN Engagement.** Results from the 2014 and 2015 ProgramNet member surveys both indicated that FSNs are a key audience for ProgramNet and are frequent site visitors, often using the

site more than their FSO Counterparts. Although their importance was recognized, resources for engagement at that time remained *ad hoc* due to capacity limitations and the difficulty in targeting FSN staff as a specific group.

- **Reticence to upload documents.** As demonstrated by the survey results, Agency staff want more than anything examples and models from other missions. Within the Agency culture, however, sharing documents without substantial review and approval is risky and the average staff person will hesitate to share without approvals from above. Engagement and messaging will be important for addressing this issue with regards specifically to utilization of ProgramNet, but changing the internal culture is not a goal within the manageable interest of the project.

Challenges

- **MyUSAID.** The launching of MyUSAID was anticipated with some trepidation due to the uncertainty about how it might affect ProgramNet membership, activity and value. The PCC team was proactive in providing guidance to members about the differences in and benefits of the two platforms, including publishing a blog to guide members. While the launch of MyUSAID did not curtail membership growth or activity, it did begin to raise questions about where Program Cycle related documents and questions were posted and who was providing answers and comments. One of the key differentiators of ProgramNet is its function and credibility as the "authoritative" source for questions regarding Program Cycle. Concern about the extent to which MyUSAID might begin to dilute that function will continue. Given that MyUSAID analytics are very limited, it has been difficult to assess the comparative advantages and utilization of each site when it comes to Program Cycle Capacity support.

- **Interactivity.** ProgramNet is fundamentally designed as a peer-to-peer networking platform. Its purpose is to connect missions and staff to each other to share experience implementing reforms and processes. The data and results discussed previously indicate a generally positive direction in the individual and composite indicators of interactivity, to the extent that these truly measure interactivity. Given the inherent governmental limitations on what can be done with personal information, there are only so many solutions that might be developed. Having said that, the proposed interactivity strategy, framework and indicators developed by PCC is a work in progress, but provides a potential baseline for a more research and development to find a solution specific to the USAID context.

- **Project Design Working Group (PDWG) Strategy**. Project Design has emerged as a fundamental challenge in the implementation of the Program Cycle, as it is the nexus for all the other components: policy, country strategy, procurement, implementation, M&E, and learning all come together in the project design process. The size of the PDWG is misleading in terms of "demand" because each Mission was required to assign three staff to be members of the group to control access and protect procurement integrity. Each Mission assigned one person from the Program Office, one from the Contract Office, and an alternate, to serve as members of the group and to upload PADs. This and the closed nature of the working group limited exchange among members, even while Project Design (PD) is one of the areas of greatest need for guidance for members. Lastly, the number and nature of the PD questions required time, attention, and unpredictable levels of effort to address that has simply not been available to the working group sponsors. One solution might be to change the PDWG to a PAD Working Group with associated procurement integrity protections, and use the Project Design Working Group for a broader audience of users.

  The project design function more than any other requires a degree of "tacit" knowledge and experience that cannot be gained through awareness and training, but that requires a long-term professional development solution, and a menu of services for short term assistance to missions including on-the-job training. Missions are beginning to hire individual contractors to undertake

project designs as "real time" solutions; it is unknown to what extent these individuals may be knowledgeable about or committed to Program Cycle reforms. PPL should consider whether this is something to leverage or address. Lastly, Project Design needs to incorporate procurement planning in a more substantive way; flexible mechanisms cannot be developed in isolation from project design or understanding of the implications of procurement decisions for field implementation.

- **AIDConnect.** Upgrading AIDConnect to its latest version has been an objective of PCC from day one, but the authority to do so lies with the CIO. The limitations of the current version of AIDConnect used by USAID will continue to limit the team's ability to collect both quantitative and qualitative data from online events to inform programming, ensure technical quality, and to facilitate interaction among participants and connectivity to resources.

- **CIO Capacity Constraints**. Despite the positive relationship with CIO, their capacity limitations represent a significant constraint to ProgramNet growth and evolution; solutions to CIO human resource capacity should be examined moving forward. Strategic initiatives, such as "Reply by Email" or linkages to external sites that are important for ProgramNet interactive functionality, were not accomplished because they required a significant amount of CIO staff time that was simply not available. It is also important to note, that while the flexible arrangement PCC fostered for implementation of software releases helped on many occasions, it has also led to abbreviated internal testing windows in order to accommodate CIO's deployment windows. Standardization of the CIO testing and deployment process and windows would be of benefit. These issues also have budget implications.

Opportunities

- **Focus on Peer-to-Peer Interaction.** As ProgramNet moves into its next generation, there is an opportunity to shift expectations and influence behavior by building on the site's core differentiator as a platform for peers across missions and offices to collaborate to implement Program Cycle. To date, the project has been able to collect quantitative indicators of interactivity; going forward, the challenge will be defining ways to promote, identify and measure peer-to-peer interaction.

- **New Strategy for Working Groups.** Working Groups are generally sponsored by POCs, who also have their pages to manage as well as full time jobs. Under PCC, the Backstops participated as members, providing some support to the Working Group facilitators. Going forward, SPP might consider including more proactive Working Group facilitation in the role of the more senior Backstops (which, given workloads, might require additional staff across which to spread functions). For example, backstops could be responsible for drafting responses to questions received in the Working Group for Subject Matter Expert (SME) approval before posting, rather than waiting on Agency staff to post responses.

- **Enhancing the Value of Analytics.** The quantity and variety of data available to PCC is substantial, and the PCC project made extensive use of what was available within the constraints of the project budget and with the existing collection and analysis systems. With the solid foundation developed by PCC, the follow project has the opportunity to make the results more statistically significant, by deepening the mining of existing and new sources; improving collection and storing of data; testing the validity of indicators; and automating analysis and reporting that has been done manually, reducing opportunities for human error.

- **Measuring Impact.** ProgramNet has been in operation for three years and Program Cycle reforms underway for more than four. The PPL Results Framework defines the Development Objective as "Institutionalizing the Program Cycle." The follow-on project might develop a Learning Agenda to

examine the contribution of ProgramNet to intermediate or higher levels results, looking at questions such as: What are we learning about how to build capacity through online collaboration? What and how are our members learning through ProgramNet? A Learning Agenda might also facilitate identification of new indicators or solutions to more intensive data mining within the limits of the system.

- **Leadership Engagement.** The follow-on project should consider mechanisms or opportunities to inform and build capacity of Mission Directors and to create a facilitated network to encourage peer-to-peer networking among Mission Directors. With the turnover expected in the coming years (due to elections), the institutionalization of Program Cycle is even more important.

- **Coordination with USAID University and the Worldwide Training Contract**. The potential opportunities from coordination with USAID University are enormous and should be a strong focus of the follow on project. Given that one of the constraints to deeper engagement was the lack of staff resources, SPP should consider designating a USAID staff person as the formal liaison working closely with the ProgramNet team.

- **Coordination with Program Cycle Network contractors.** Again, the prioritization of contract coordination will be important to maximizing PPL resources available for Program Cycle capacity building. The Program Cycle Network provides a venue for integrated work planning for the separate contracts and the establishment of clear lines of coordination and communication.

- **FSN Engagement.** Results from the 2014 and 2015 ProgramNet member surveys indicated that FSNs are a key audience for ProgramNet. Potential ways to reach FSNs include providing information on ProgramNet during FSN orientations at the missions and promoting ProgramNet through the FSN Advocacy Council.

- **Engagement with USAID Implementing Partners.** To date this has not been a priority given the magnitude of the internal learning challenge, although more strategic engagement with Learning Lab is one opportunity for outreach to this audience.

- **Reply by Email.** Throughout first two years of the project, Reply by Email was deemed a high priority within the scope of the development support contract. PCC successfully developed and operated the Reply by Email functionality on their local development and beta environments, providing proof the functionality was possible within the ProgramNet code base, but when tested within the USAID firewall, it did not work. After multiple attempts to coordinate with the CIO, SPP decided to postpone the effort for implementation under the follow on support contract. *The main issue, as it appears at this time, is the relay mechanism that is in place to communicate to the USAID mail servers*. A coordinated effort is needed to identify and solve the problems that prevent successful integration of the reply by email code developed by PCC into the USAID network, and/or develop alternatives to the current mail configurations.

- **Consideration of the potential for functionality outside the firewall**. Moving ProgramNet outside of the USAID firewall would allow for increased freedom in the management of the ongoing development process for the site. In particular such a move would make the communication with other sites, such as the Learning Lab website, easier to accomplish. Additionally, the ongoing day-to-day maintenance and bug fixes would become an easier task to coordinate, as decisions would not have to pass through CIO coordination. It is important to consider that such a change would require a significant amount of work to migrate content, update security protocol, and maintain a streamlined workflow during the move. Also of note, whether such a move would result in any greater leverage

for implementing reply by email functionality or additional advantages to members needs to be further examined.

ANNEX A: PROJECT MANUALS

PROGRAMNET
PAGE OWNER'S GUIDE
Part One – Getting Started

CONTENTS

GETTING STARTED **3**
WHAT DOES IT MEAN TO "CURATE" A PAGE? 5
WHAT DOES A PAGE OWNER DO? 6
WHAT ARE MY ADMINISTRATIVE RIGHTS ON PROGRAMNET? 7
WHAT'S ALL THIS JARGON? 8
SETTING UP YOUR PROFILE AND NOTIFICATIONS 10

GETTING STARTED

I'M A PROGRAMNET PAGE OWNER – WHAT NOW?

Your first step is to meet with your ProgramNet Page Backstop, who is dedicated to helping you understand how best to leverage ProgramNet to support your work and connect with colleagues around the world. In this initial meeting, your Page Backstop will walk you through the following steps, which must be completed prior to launching your new page:

- ☐ **Write your landing page text.** The landing page tells the member what is on your page and how it supports the Program Cycle. It should be no more than two short paragraphs. (Note: you can always edit the landing text).
- ☐ **Upload key documents** to begin populating the library with materials you want to share with members. For instructions for uploading, tagging and marking documents, see the ProgramNet Functions Guide. If a document is already on ProgramNet, you can simply add your tag to it; you will then need to mark it as key content on your landing page (see "Identifying Key Content" in the ProgramNet Functions Guide).
- ☐ **Update your profile** and set your notifications to make sure you know when site members try to contact you and when new material is uploaded to your page (see "setting up your profile" on page 10).
- ☐ **Notify your Page Backstop** when your page is ready to go live (i.e. once you've completed the three steps above). The Backstop will publish it.

OK, now I have a page: how can I make it better?

- ☐ **Establish a regular meeting time with your Page Backstop** and begin to develop a strategy for using your page as part of your broader engagement around the Program Cycle (including leveraging your page to share Program Cycle information and encourage peer-to-peer learning).
- ☐ **Draft and upload frequently asked questions and answers (FAQs).** See the ProgramNet Functions Guide for FAQs.
- ☐ **Create a forum** (see the ProgramNet Functions Guide) and monitor for activity and to identify linkages with other pages on ProgramNet.

- ☐ **Designate a Page Alternate** to curate your page when you are not available (i.e., TDY, leave).

The time required to manage a ProgramNet page can vary widely. Thirty minutes a week is a rough minimum to monitor page traffic and comments; more effective and proactive engagement (anticipating field needs, drafting blogs, monitoring and contributing to forums) can benefit from several hours of site activity per week. You are encouraged to work closely with your designated Page Backstop who is there to support the planning and implementation of your page strategy and activity pipeline, including content, events, discussions, working groups, after action reviews (AARs), and monitor page site activity on a daily basis. Page Backstops may serve as alternates for Page Owners as needed. The Page Backstops list is available on ProgramNet.

WHAT DOES IT MEAN TO "CURATE" A PAGE?

"I curate children's parties."

Much like a museum curator, your role is to organize and oversee an "exhibit," in this case a dynamic internal web page, and to make decisions about what the page shows, how members interact with it, and how to respond to members' questions and comments using the full functionality of the site. It is about finding, tagging, aggregating, commenting on and contextualizing information. ProgramNet provides a range of functions to support your efforts to share knowledge and facilitate collaboration, including the library, live webinars, FAQs, blogs, discussion forums, working groups and other customized knowledge products that you can create with the support of your designated Page Backstop.

Remember, curating a web page is not about simply performing a fixed set of tasks on a recurring basis. It involves thinking strategically about the message you want to send members about your component/topic and its relationship to building capacity to implement Program Cycle, including the knowledge you want to share about it, the different ways you can share it, and how you can create interaction with members via web-based and other virtual mechanisms.

Planning a sequence of activities – e.g., a webinar leading to a forum, supported by a blog -- is a good practice that helps Page Owners think through a sequence of activities to keep members engaged around an objective and a defined message. A three-month pipeline which identifies and adapts content and activities in response to ProgramNet members' needs, with relevant, timely, digestible and accessible knowledge and information is a good rule of thumb.

WHAT DOES A PAGE OWNER DO?

	TASK
Daily	☐ Check for new comments/postings using the RSS Feed feature. ☐ Review and respond to questions submitted via *Suggest content/ask a question*. ☐ Moderate ongoing discussion forums or working groups.
Weekly	☐ Review library documents uploaded by other members (using the Review Library tab on your Profile page) to ensure relevancy of content and proper tags and keywords. ☐ Stimulate discussion through blog postings and comments. ☐ Encourage your colleagues to take a conversation to ProgramNet (and out of your Inbox!). ☐ Promote peer-to-peer sharing of relevant examples, templates, sample scopes of work, etc., by reaching out to "ProgramNet champions" in your network. ☐ Look for synergies with other ProgramNet pages and Learning Lab. ☐ Hold weekly planning and review meetings with Page Backstops.
Monthly	☐ Identify new content strategies, based on feedback from members, analysis of page activity and issues raised in discussions, comments, blogs, webinars and event after-action-reviews. ☐ Review existing library to ensure documents and links are functioning and that content remains relevant. ☐ Update landing page text. ☐ Identify and schedule events for upcoming months.
Quarterly	☐ Review analytics and activity for the previous quarter to apply learning to next quarter's pipeline. ☐ Update the page pipeline and schedule. ☐ Update your network of champions on plans for the next quarter; solicit ideas and participation. ☐ Join the Quarterly Page Owner meeting to learn about trends on the site and provide feedback on what is working for you and what improvements you'd like to see.
Semi-Annual	☐ Scrub FAQs to ensure they are consistent and not duplicative across pages. ☐ Participate in a comprehensive page cleanup: deleting old content, refreshing text, and reviewing the library
As Needed	☐ Participate in AARs after every interactive or e-event. ☐ Identify and create new topics for discussion on key themes to promote peer-to-peer exchange. ☐ Create and moderate working groups to support communities of practice among select members. ☐ Plan events and related activities (i.e., webinars, peer reviews, etc.). ☐ Provide inputs for *ProgramNet Update*. ☐ Notify your Page Backstop of technical issues with the site.

WHAT ARE MY ADMINISTRATIVE RIGHTS ON PROGRAMNET?

Administrative rights define your access and control on the site. As a Page Owner, you are given more control over the site than a member. Specifically, Page Owners can:

- Create, edit or delete your own:
  - ✓ Blog
  - ✓ Events
  - ✓ Forums
  - ✓ FAQs
- Edit or delete your own or others':
  - ✓ Library Content
  - ✓ Suggested Content
  - ✓ Key Content

For assistance with technical site issues, contact:
ProgramNet Site Administrator, programnet@usaid.gov

WHAT'S ALL THIS JARGON?

- **Analytics.** Data showing patterns of behavior on the site that indicate how the site is performing on an ongoing basis. Basic analytics generally include the number of members, number of times the site is visited, pages visited, and content downloaded.
- **Breadcrumbs.** A type of secondary navigation guide that reveals the member's location in a website or web application by providing a "trail."
- **Child.** In website terminology, a "child" is usually a subpage or topic that is accessed through a "parent" page that represents a broader category to which the child or topic is related. See "taxonomy", below.
- **Clickthrough**. An indicator that counts the number of times members click on a link to follow it to another page.
- **Content.** A general term to describe anything uploaded to ProgramNet: events, FAQs, documents, comments, etc. – anything that has a unique url or that can be added individually.
- **Dynamic Page.** A page that allows Page Owners and site members to add to or vary content; dynamic pages are governed by the site taxonomy (as opposed to a "static" page that cannot be altered without code changes).
- **eConsultations**: eConsultations are virtual meetings similar to DVCs where you can share documents or notes for peer review simultaneously, or to host a multi-day discussion with members across time zones.
- **Landing Text.** Introductory text on a landing page that provides a succinct description/introduction to the page and what a member can find on it (e.g. the CDCS or Learning page).
- **Navigation.** The way site members move around the different areas and information of a website. Simple, logical and intuitive navigation is critical to the quality of the member experience.
- **Office Hours**: Office hours are virtual Q&A sessions with Agency subject matter experts. The focus of an office hour is on fielding questions in real-time so that all participants may learn from the dialogue and exchange.
- **Tags.** Designated words that represent the core themes and priority content on the site, that are "tagged" to content, such as posts or documents to facilitate searching. Content usually has more than one tag. Tags are usually displayed on the site below or next to the content to which they belong. For example, a new

document can be tagged "CDCS" and "Malawi" to ensure that the document shows up on both the CDCS page and the Malawi page.

- **Taxonomy.** Describes the organizational logic for the site: the set of different "tags" are collectively referred to as taxonomy. (See "tags" above).
- **Webinars**. Webinars are a type of online event presented in real-time, offer full participation between the audience and presenter(s), and typically consist of a presentation and Q&A.

SETTING UP YOUR PROFILE AND NOTIFICATIONS

Your profile allows you to control settings for how members contact you, and to present yourself to ProgramNet membership. There are four features to set up on your profile: add a picture, and set your notification settings both for new library documents uploaded to your page, for when members attempt to contact you, and to your page's forum. This short process should only take a few minutes. To get started:

Add a picture!

Step 1. Navigate to your profile by clicking your name in the top right corner of your screen.

Step 2. Click "edit" and scroll down to the first important step: add a picture! You can upload one from your computer. This helps build your "brand" and facilitates interaction on the site (evidence shows that people are more likely to comment when they can "see" who they're interacting with).

Step 3. Add your office affiliation and title (when members click on your profile, this is what they will see) and add any relevant experience.

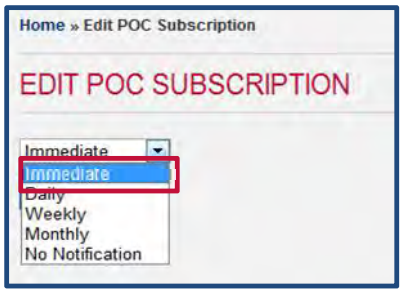
Step 4. Click "save."

Set your notifications!

Step 1. Back in your profile, click "review submission" – this will take you to the page that allows you to see any questions or comments that members have sent to you directly.

Step 2. Click on "edit subscription", and set your settings to "immediate" – this will ensure that you receive an email notification whenever a member clicks "contact Page POC" on your page.

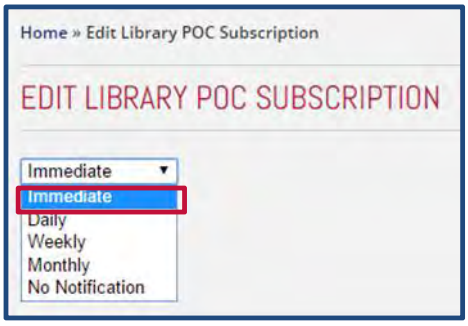
Step 3. Use the dropdown to select how often you receive notifications, and click 'Submit'.



Step 4. Next, click on "review library" – this will take you to the page to see and review content that members have uploaded to your page.

Step 5. Click on "edit subscription" and set your settings to your preference: we generally encourage that Page Owners review uploaded content on a weekly basis to make sure it's relevant to their page and tagged appropriately.

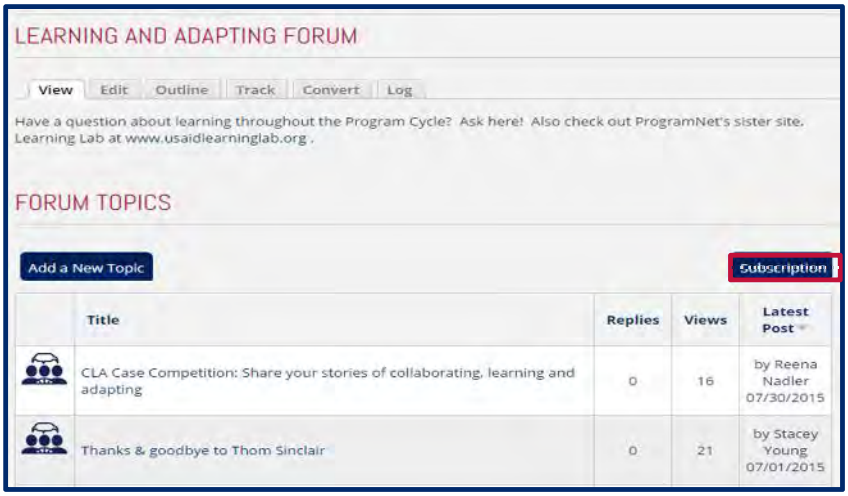
Step 6. Use the dropdown to select how often you receive notifications, and click 'Submit'.



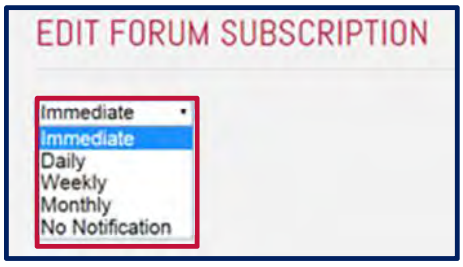
Subscribe to your page's forum (and other pages you are interested in)!

Step 1. Navigate to your page (and other pages you are interested in), and click on the title of the forum you wish to subscribe to. Once you have selected a forum, you will be taken to the Forum Topics page.

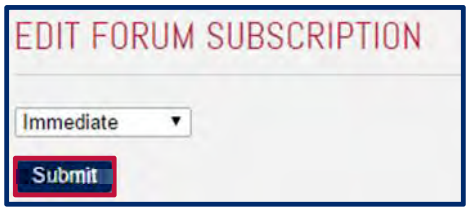
Step 2. Click on **Subscription** to subscribe to the forum you selected.



Step 3. Use the dropdown to select how often you receive notifications.



Step 4. Click **Submit** to subscribe to the forum.



Once you've subscribed to a forum, you can then edit your settings directly from your profile page:

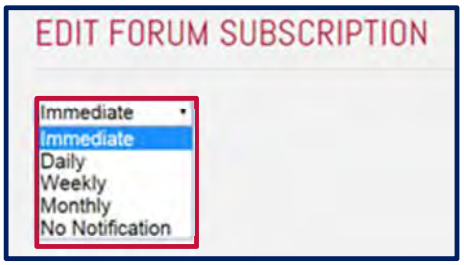
Editing ProgramNet notifications

Step 1. Navigate to your profile, and click on 'Forums Subscriptions'

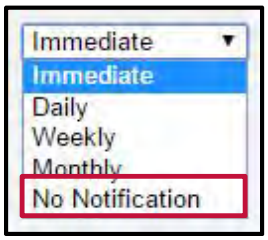
Step 2. Click on 'Edit Forum Subscriptions', for the appropriate forum

Step 3. Select the notification frequency from the dropdown menu

Step 4. Click the 'Submit' button



To stop receipt of any notifications, select the "No Notification" option from the edit subscription dropdown menus mentioned above.



Congratulations! Now you're all set up and ready to go. Next up: let's learn about the other functions on the site.

PROGRAMNET
PAGE OWNER'S GUIDE
Part Two – ProgramNet Functions

CONTENTS

PROGRAMNET FUNCTIONS 3
LIBRARY 5
USING TAGS AND KEYWORDS 5
SEARCHING & FILTERING 6
UPLOADING LIBRARY CONTENT 8
REVIEWING LIBRARY CONTENT 12
EXPIRING LIBRARY CONTENT 14
IDENTIFYING KEY CONTENT 16
FAQs 17
ADD A NEW FAQ 17
EDIT AN EXISTING FAQ 19
SORTING FAQs 20
BLOGS 22
FORUM 24
WORKING GROUPS 26
SCOPING A WORKING GROUP 27
SETTING UP A WORKING GROUP 27

PROGRAMNET FUNCTIONS

The table below summarizes the basic tools available on ProgramNet to support knowledge sharing and collaboration.

Function	Description	Use
Library	A central hub for documents including guidance, templates, How-To Notes and other tools. *Lead Time: None. Anyone can post a document as it is ready.*	Much like any library, this is a place to share Program Cycle resources that may be useful to others. The ProgramNet library can feature resources in many different formats, including Word documents, PowerPoint presentations and external links to other sites. Items that are in high demand include Mission-specific examples of Program Cycle implementation, How-To Notes and templates.
FAQ	A place for answers to questions that Page Owners are asked on a regular basis. *Lead Time: None. It is up to each Page Owner to coordinate clearance as appropriate. All FAQs will be reviewed semi-annually.*	The ProgramNet FAQ section is a great place to share general answers to the most common Program Cycle questions. Think about the questions that you answer so frequently, that you have boilerplate responses already prepared. FAQs are reviewed site-wide and updated every six months, but individual FAQs can be added/updated as needed, in coordination with relevant team leaders.
Blogs	A place where subject matter experts can post announcements or brief updates about their work. It is also a useful space to promote new content found elsewhere on the site. *Lead Time: Depends on nature of topic and whether clearance is required within or across offices. Note that only Page Owners can publish blogs (though you are encouraged to invite field staff or subject matter experts to author "guest blogs."*	A blog can be used both as a means to announce changes or updates (i.e., highlighting a new document or upcoming event), or as a "think piece" discussing a concept or idea. A post may inspire a question or spark a conversation, but it is more realistic to think of it as a one-way communication than a discussion forum or working group. Posts don't have to be very long (500 words is a good limit to keep in mind) or even offer new technical content. Write a short summary of a relevant event or a recent field visit. Tell colleagues about a new resource in the library and how it might help them. Promote an upcoming activity or encourage participation in an ongoing discussion.

Forum	A space for ongoing discussion about a given topic where people can pose questions to experts and their peers. *Lead Time: None. Anyone can start a new forum topic as needed.*	Discussion forums are open spaces for informal knowledge sharing across ProgramNet. Conversations can either be demand-driven, stemming from a member's question to the ProgramNet community, or prompted by page owners who want to encourage discussion or solicit feedback on a specific topic. Participants can subscribe to receive email notifications of new forum posts.
Working Group	A virtual collaboration space for a specific group of people to work on a deliverable. *Lead Time: Varies – see "setting up a working group" below.*	These are closed groups of members collaborating on a specific project, like creating a document or developing a standard or work process. They are often time bound and tied to a deliverable or activity, but they don't have to be. Successful groups require active facilitation; the person requesting one should have an active manager in mind.
Events	All events (webinars, eConsultations, and Office Hours) require some advance planning to ensure a successful outcome. *Lead Time: About 2-4 weeks – see "events" in Part Three of the Page Owner's Guide.*	Events are a great way to engage the ProgramNet community. Among other things, events can be used to explain newly launched policies and strategies, seek broad input on draft documents, and conduct peer reviews. Webinars encompass a variety of things, from simple one-person presentations to panel discussions with presenters from 2-3 missions, and small group discussions on a particular issue. They are a useful tool to roll out new content or supplement and reinforce other material or broader initiatives. Events done through AIDConnect can be recorded and posted on the site and coupled with a moderated discussion forum where participants can engage in further conversation.

LIBRARY

The Library contains all content uploaded to the site (in addition to documents and templates, it includes anything that shows up in any of the content buckets: blogs, FAQs, events, etc.) The library (and indeed, the whole site!) is organized around tags (see the glossary discussion of "taxonomy" in Part One of the Page Owner's Guide).

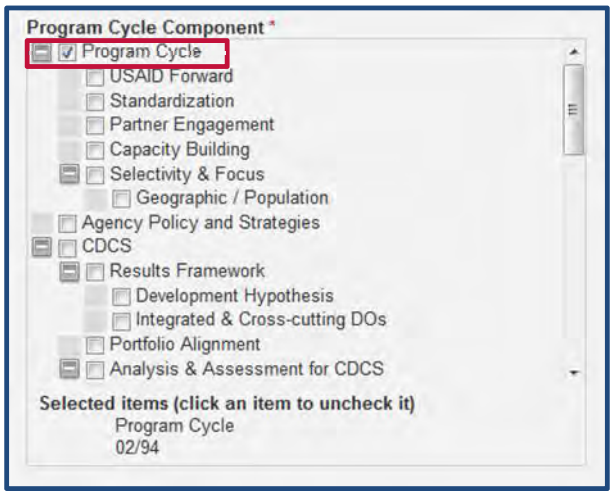
USING TAGS AND KEYWORDS

Tags and keywords facilitate the efficiency and accuracy of site searches. Both are associated with a document or other content, but tags are pre-determined terms built into the taxonomy of the site to aid in organizing information around the Program Cycle, while keywords can be any word one chooses to associate with content. To make it easier to find Program Cycle-specific content, it is **required to include a Program Cycle Component tag** on all content posted on the site.

TAGS

The screen to the right appears when you upload or enter new content. Simply check the box next to a term to add it as a tag.

- ✓ The page you are on will automatically be checked.
- ✓ You can select as many tags as desired.
- ✓ Selected tags will be listed at the bottom of the tag box.
- ✓ To delete a tag, click the Delete button next to it, or uncheck the box to deselect that tag.



KEYWORDS

Keywords are unique terms associated with your document or content to enhance search results. Enter them in the Keywords field, separated by commas.

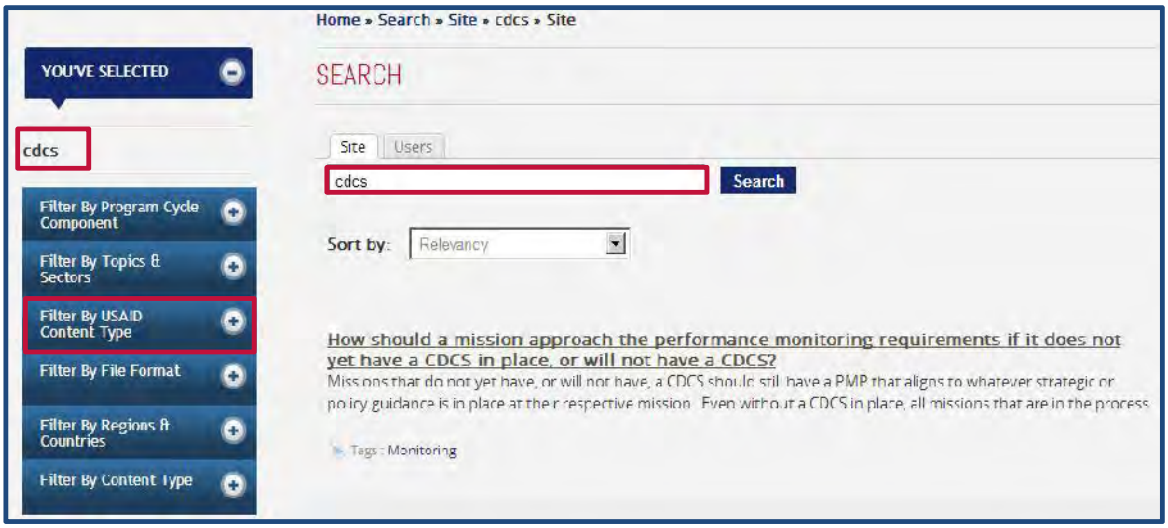
Please Note: You do not need to include tags in the keywords.

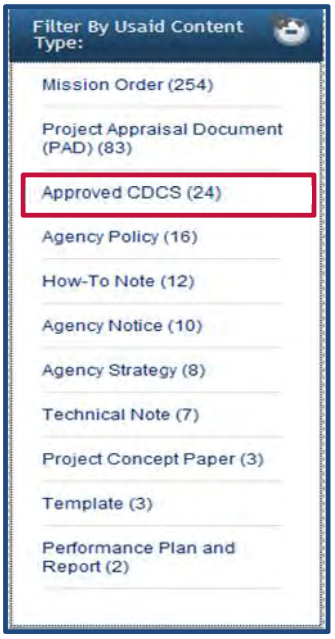
SEARCHING & FILTERING

There are two ways to search for library content from the ProgramNet homepage. You can use the Library button on the left-hand navigation, or you can enter desired information directly into the Search bar (above) in the top right-hand corner of the ProgramNet homepage.

Step 1. Enter in your criteria in the Search box on any page and click **Search.**

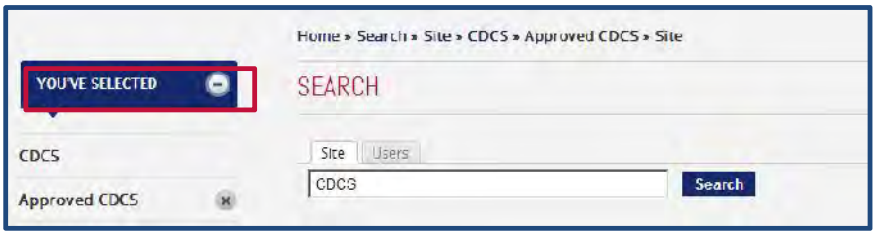
Step 2. When you arrive at the Search screen (below), you will see your criteria listed in the Search box, as well as under the *You've Selected* block.





Step 3. Select a filter to further refine your search. Click on the title of the filter to apply it to your current search.

Step 4. After selecting the new filter, you will see it listed in the breadcrumbs, and under the *You've Selected* block**.**

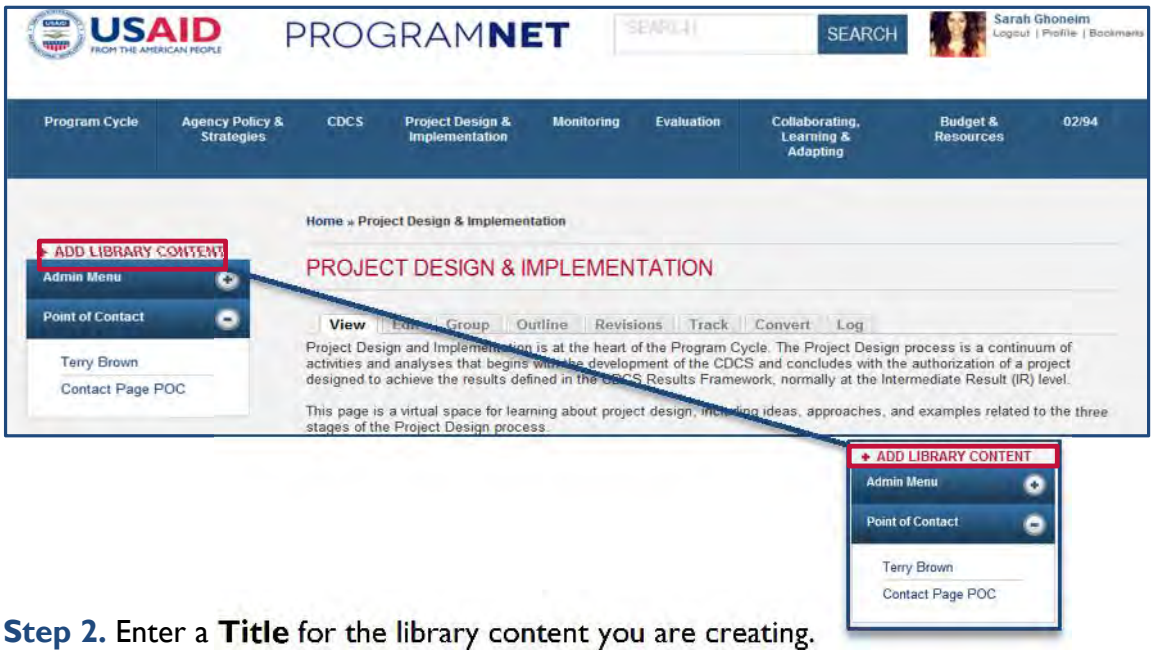


You can add or remove as many filters as needed. The more filters used, the narrower your search will be. If you can't find what you are looking for, remove filters or begin a new search. To remove a filter, click the *X* next to it under the *You've Selected* block. **Please Note: You must remove the most recently applied filter first.**

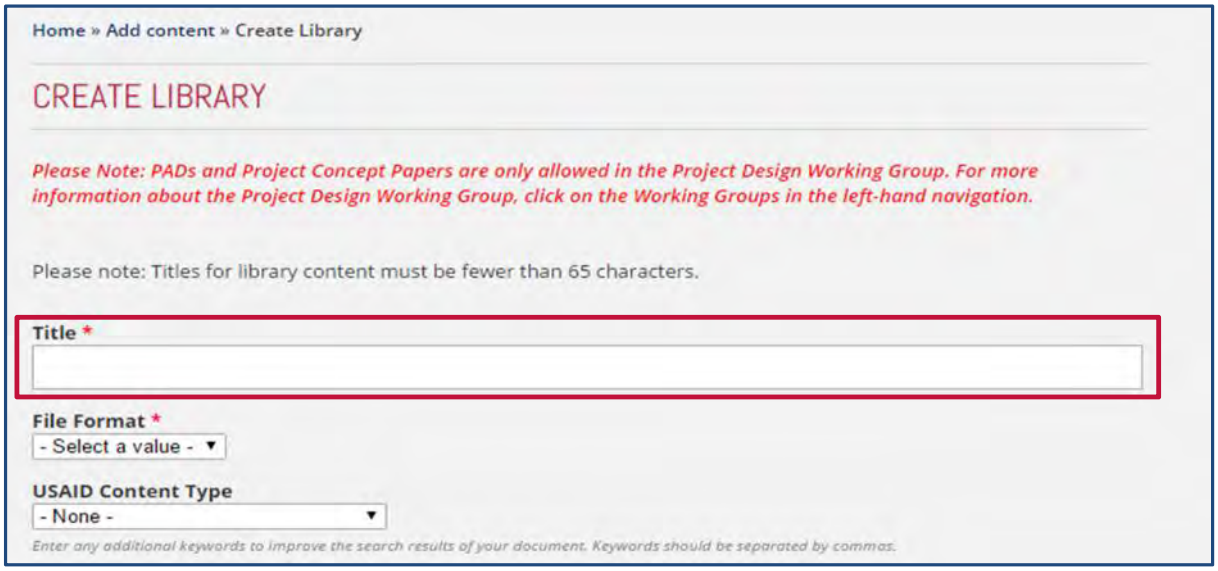
UPLOADING LIBRARY CONTENT

You can upload library content from any dynamic page on the site. On the top left-hand side of the screen, you will see the *Add Library Content* link.

Step 1. Click **Add Library Content** to open the Create Library form.

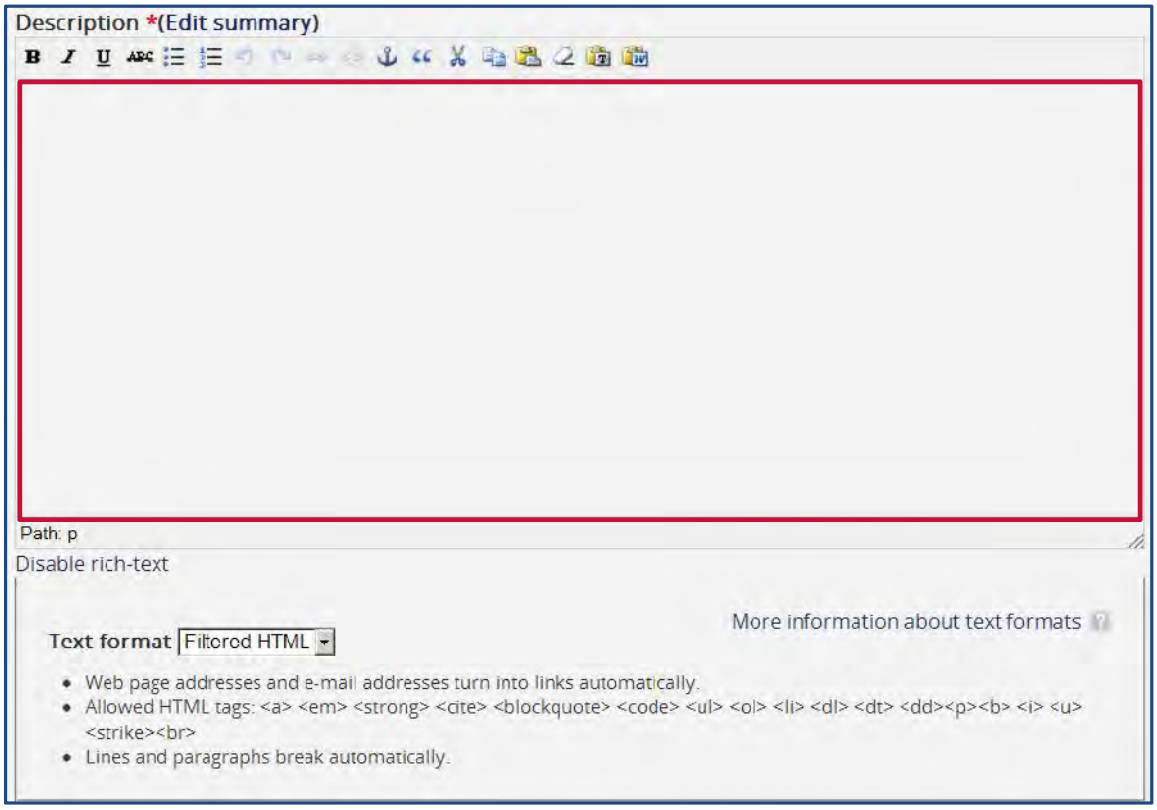


Step 2. Enter a **Title** for the library content you are creating.

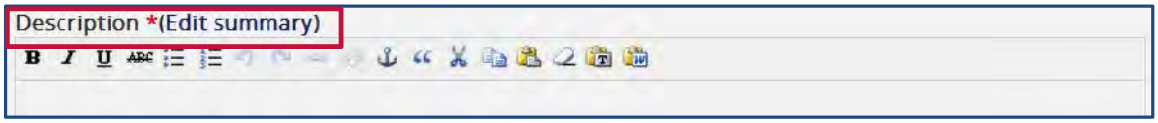


Step 3. Select the **File Format** of the content being uploaded to the site.

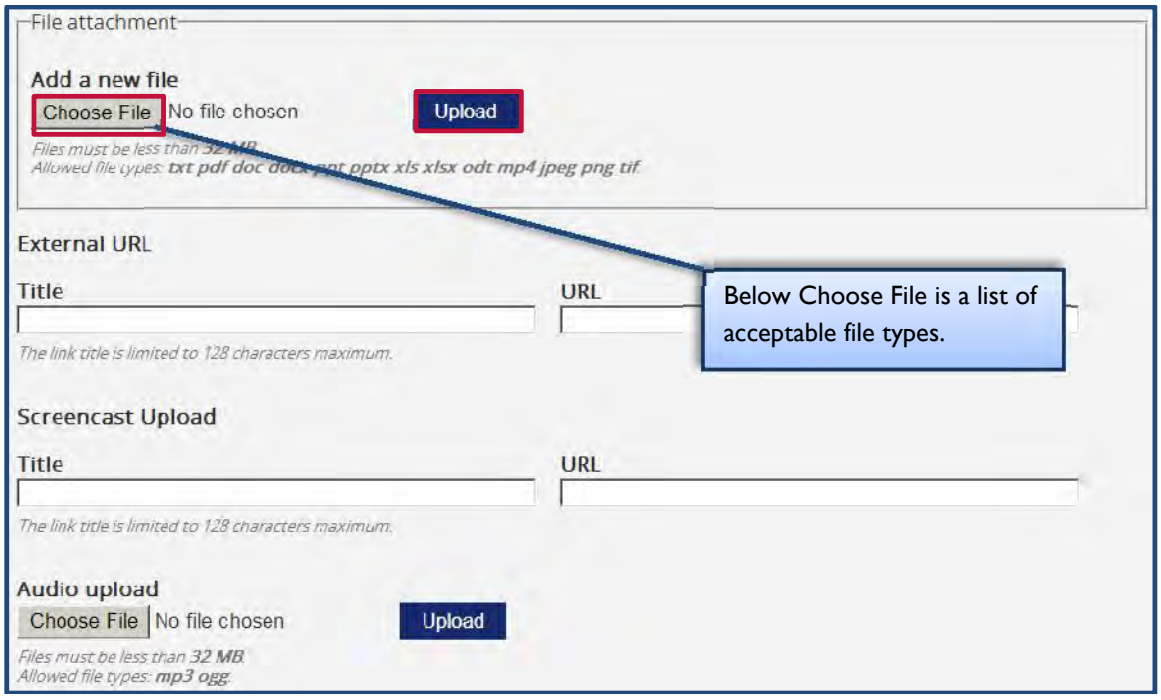
Step 4. Complete the Description field. All information entered here will display on the page created upon saving your content upload (think: what do you want other members to know about the content you are uploading?).



Step 5. Update the teaser text that will appear on the "What's New" page by clicking **Edit summary**.



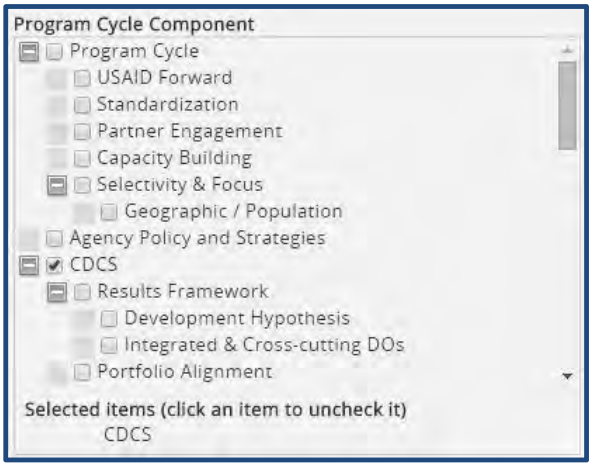
Step 6. Click **Choose File** to select the content you wish to upload from your computer.



Step 7. Click **Upload** once you have selected a file from your computer.

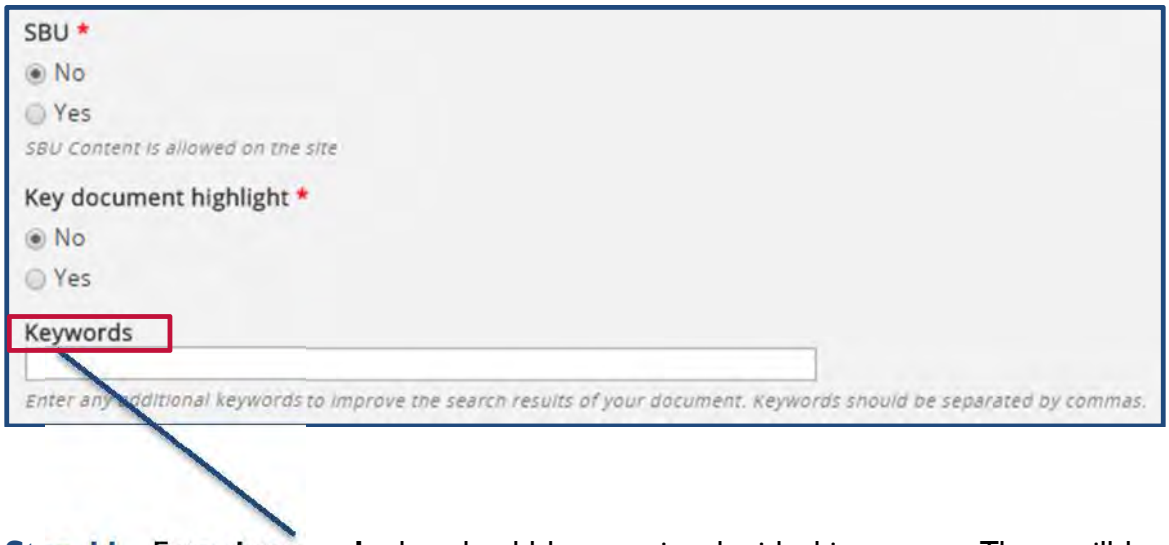
Step 8. Confirm your library content is tagged correctly according to Program Cycle Component. The site will automatically populate a tag for the content you are uploading. Check the box next to a term to add it as a tag.

- ✓ The tag will always be the same as the page you were on when clicking *Add Library Content*. You can add as many tags as desired.
- ✓ Each tag you select will be listed at the bottom of the tag listing.
- ✓ To delete a tag, click the Delete button next to a tag, or uncheck the box to deselect that tag.
- ✓ You can also tag by topic, sector, region and/or country.



Step 9. Confirm whether you are uploading **SBU** content. This field defaults to "No."

Step 10. If you want the document to be available on your page as "Key Content" select the radio button "Key Document Highlight."



Step 11. Enter **keywords** that should be associated with this content. These will be returned in library content search results. ***Keywords should be unique. Use commas to separate multiple keywords.***

Step 12. Review the information you have entered and click **Save**.

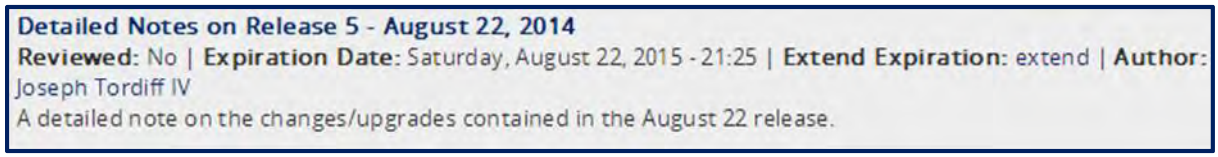
REVIEWING LIBRARY CONTENT

All Page Owners should review library content uploaded to their page by ProgramNet members on a weekly basis, and do a thorough review every six months. This is important to ensure that content is tagged appropriately, is relevant to the Program Cycle and to your page in particular, and includes an appropriate description to help members find the content they are looking for. Page Owners can review library content using the "Profile" feature, as follows:

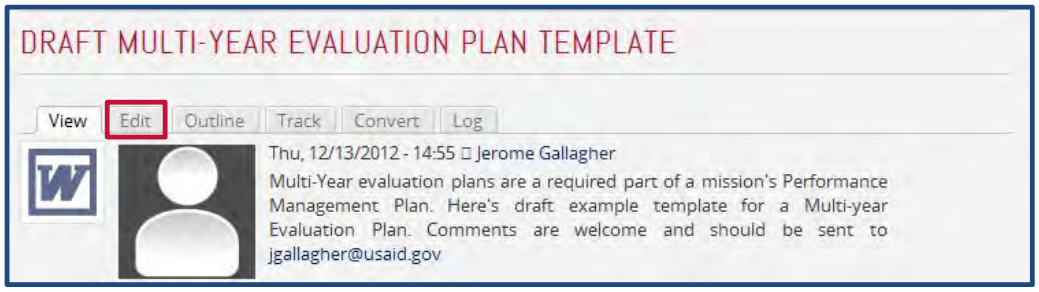
Step 1. Navigate to your profile.

Step 2. Click on "Review Library."

Step 3. Right click on the document title to open a document that has not yet been reviewed.



Step 4. Click on the "edit" tab.

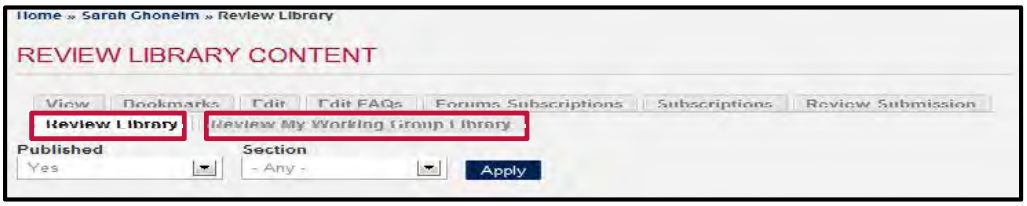


Step 5. Review the document, confirm appropriate tags and relevance. Make any edits as necessary. At the bottom of the form, select "reviewed" and enter your username so other Page Owners can see that the document has been reviewed.

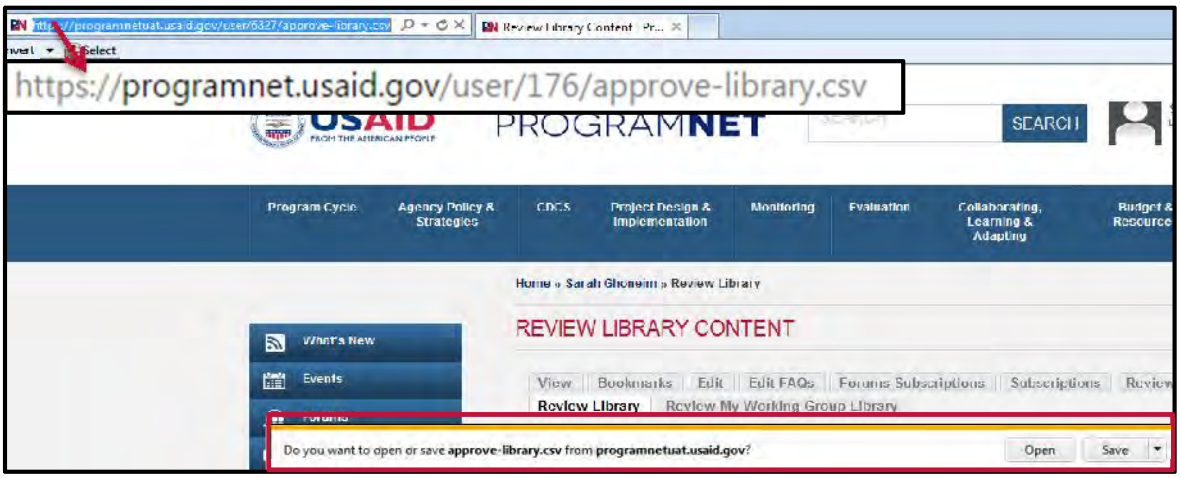
Step 6. Click "Save."

To facilitate regular content review and updates, Page Owners have the ability to **export content** from page and working group libraries:

Step 1. You can export content to a csv file by going to your profile page and clicking on the "Review Library" or "Review My Working Group Library" tab, depending on which library's information you are looking to export.



Step 2. Then **add .csv to the end of the URL** displayed and hit enter. You should then see a file downloaded to your local machine which includes information on all library content tagged to your page or in the working group of which you are the POC. Each csv files will include tags, titles, publishing status, author, expiration date, and description for each library item on your page or in your working group.

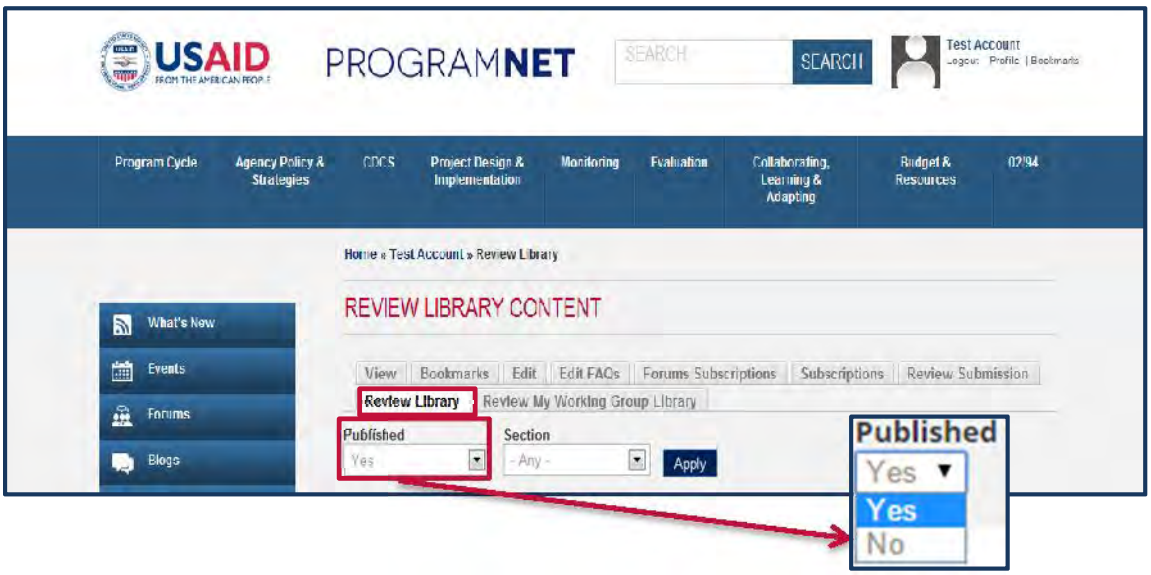


EXPIRING LIBRARY CONTENT

Library content can now be more easily curated with the Auto-Archive feature on ProgramNet. This feature automatically assigns a one-year expiration date to any new content posted after the release of this enhancement (May 17, 2014).

ProgramNet automatically notifies (by email) the content's author 30 days prior to the library content's expiration to allow time to review the information and work with the relative Page Owners to extend the date as needed. Once content has expired, it is automatically unpublished and then deleted from the site after 90 days. As a Page Owner, you can view content expiration information for all items tagged to your page(s).

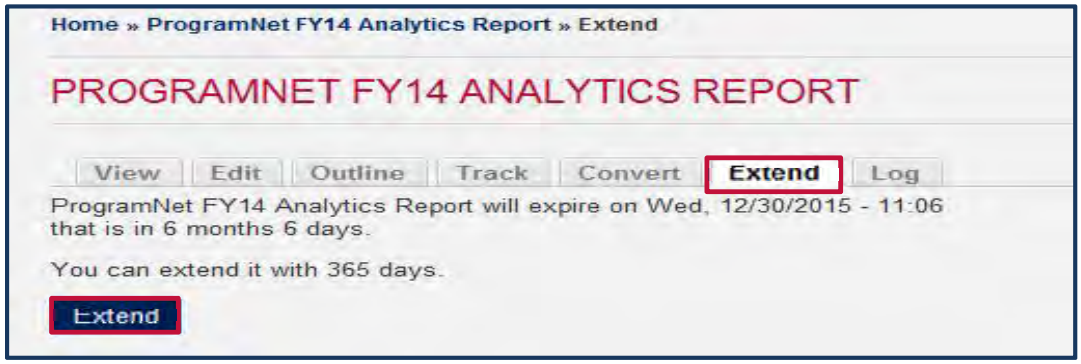
Step 1. In order to view expiration dates for all library items tagged to your page(s), simply go to your profile page by clicking your name on the top right corner of the page (near search bar) and click on the **"Review Library" tab**. This tab lists the title of each library document in addition to the expiration date (if applicable), author, and description.



You may also narrow down your search by **published and unpublished material** by choosing "Yes" or "No" from the drop down menu under "Published". Then click "Apply".

If your content has already expired, you can view expired items in your library by choosing **"No" under "Published" in** the dropdown menu (see image above). Then click **"Apply"**.

Step 2. To extend an item's expiration date, click the item from the list of library items. You will then see an **"Extend"** tab located above the description (like the "Edit" tab). Click on this tab, and then click the "Extend" button. The library content expiration date will now be extended for an additional year. ***Prior to extending content expiration dates, we encourage you to review the item to make sure it's still relevant.***

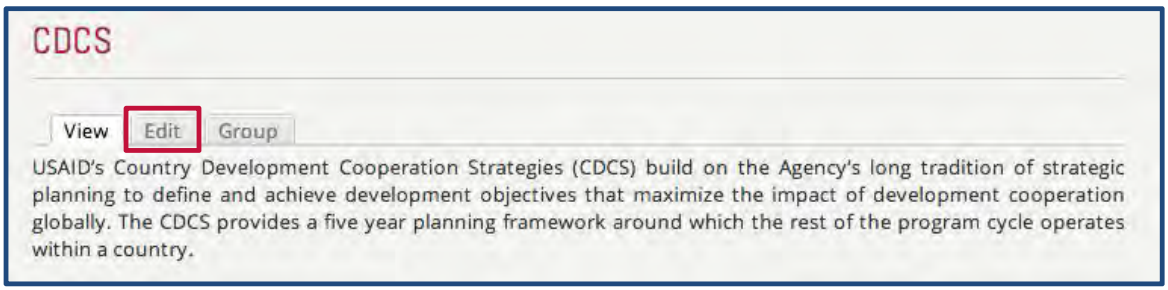


You will then be **notified** that your library content has been extended for **365 days**.

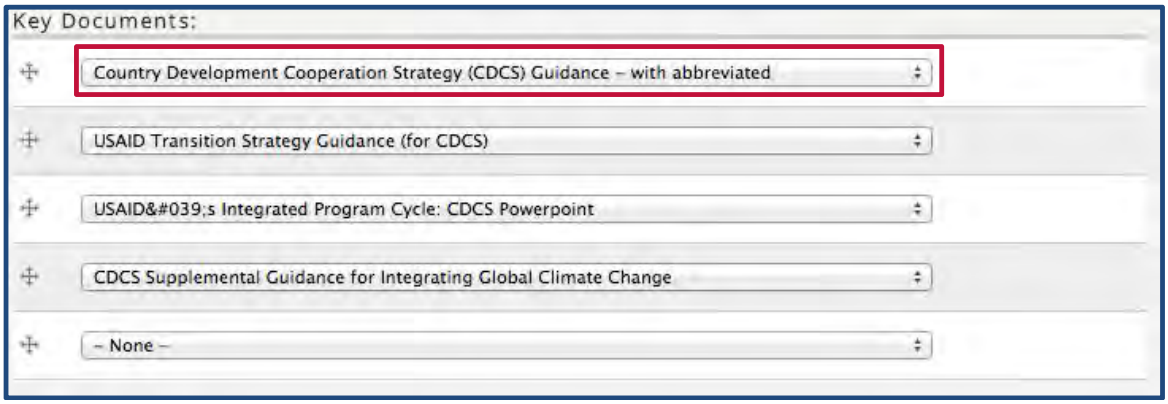
IDENTIFYING KEY CONTENT

There are two stages to highlighting "key content" on your page. The first is shown above: indicate when you post the resource that you would like it to be a "key document highlight." The "key document highlight" option is available for library items, blogs, events, and e-consultations. But there's one more step to allow you to choose which key content you would like to highlight on your page.

Step 1. To select, navigate to your page, and click "edit" next to your landing page text.



Step 2. Scrolling down, you will see a section titled "Key Documents". Using the drop-down menu, select which key content you would like to highlight (the drop-down is populated from items that have previously been selected as key document highlights). **Please Note:** You can also re-order the key content to feature the most important in whatever order you would like by clicking on the arrows to the left of the document dropdown, and dragging it to a new position in the list.



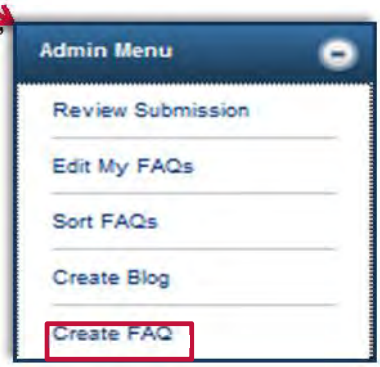
Step 3. After selecting your content click "Save".

The FAQ page provides a centralized place for answers to questions that Page Owners are asked on a regular basis. It is one of the most heavily-trafficked areas of the site for members looking for authoritative information about the Program Cycle, including requirements, best practices, and debunking myths. Work with your Page Backstop to track the number of views on individual FAQs to better identify which are truly 'common' questions.

ADD A NEW FAQ

Step 1. Navigate to your page.

Step 2. Expand the admin menu, and select "create FAQ."



Step 3. Type in both a "short question" (the 5-10 words that will display on your landing page) and a longer question (the full text of the question that will display when members click on it).

Step 4. Type in an answer.

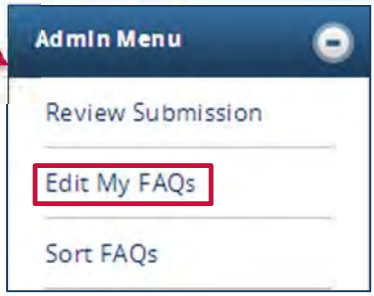
Step 5. If the FAQ applies to multiple Program Cycle components or topics, consult with the other Page Owner(s) before finalizing/saving.

Step 6. Save the new FAQ – it will appear immediately on your page in the FAQ bucket and in the FAQ page. **Please Note: You can click "View More Content" to view all of the FAQs for your page.**

EDIT AN EXISTING FAQ

Step 1. Navigate to your page.

Step 2. Expand the Admin Menu, and click "Edit My FAQs."

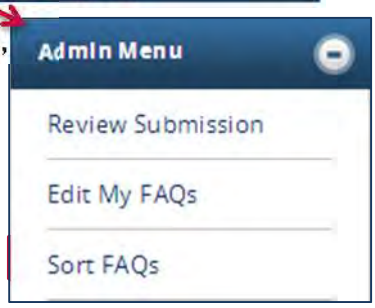


Step 3. Select the FAQ you wish to edit. **Please Note: If an FAQ was created by a previous owner of your page, or cross-tagged to your page by another Page Owner, you will need to work with your Backstop to make edits.**

SORTING FAQS

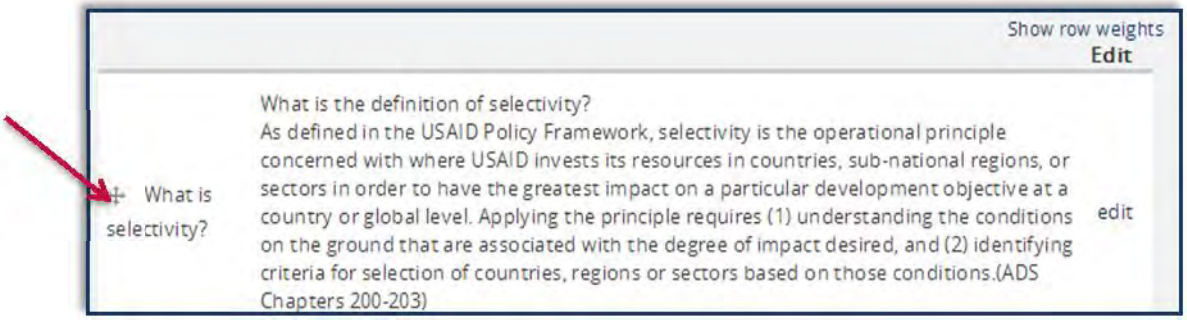
Step 1. Navigate to your page.

Step 2. Expand *the Admin Menu, and click "Sort FAQs."*

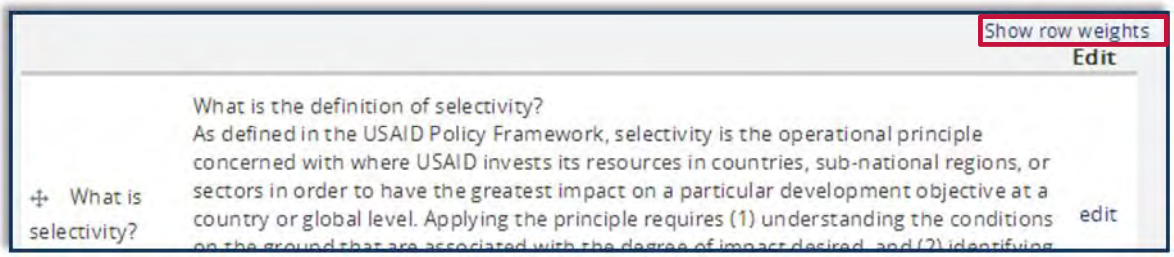


Step 3. Sort your FAQs using the drag and drop arrows or row weights. **Please Note: Any changes will apply to both the FAQ sort order on your landing page, and the order on the full list of FAQs found by clicking "View More Content."**

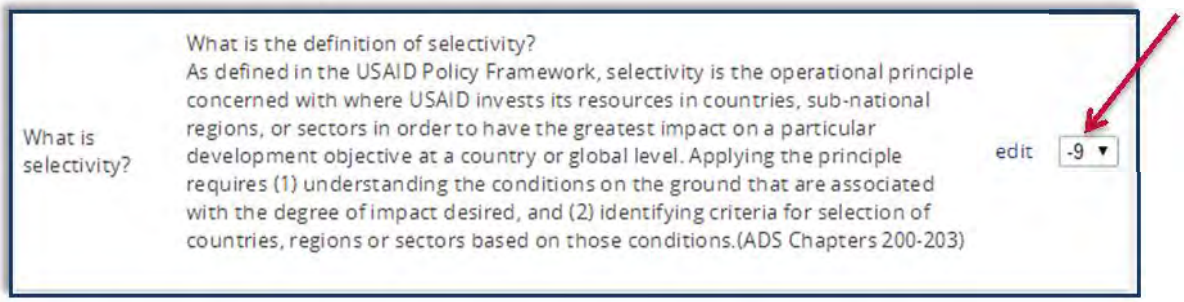
- **Drag and Drop.** Organize your FAQs using the drag and drop arrows on the left side, then scroll to the bottom of the page and hit "Save".



- **Row weights.** You can also organize your FAQs using the row weights. If row weights, aren't visible, hit 'Show row weights' in the upper right corner of the FAQs section.

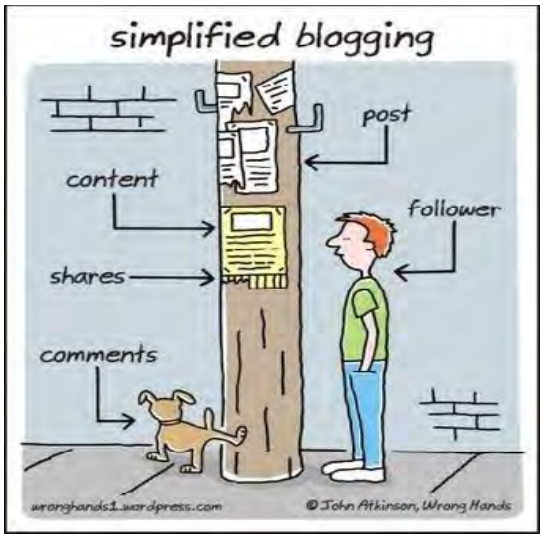


Use the numerical row weights on the right side of each FAQ to sort the FAQs, then scroll to the bottom of the page and hit "Save".



BLOGS

A blog can be both a means to announce changes and updates (i.e., highlighting a new document or upcoming event), or as a "think piece" discussing a concept or idea. The screenshots below show how to create a new blog post.

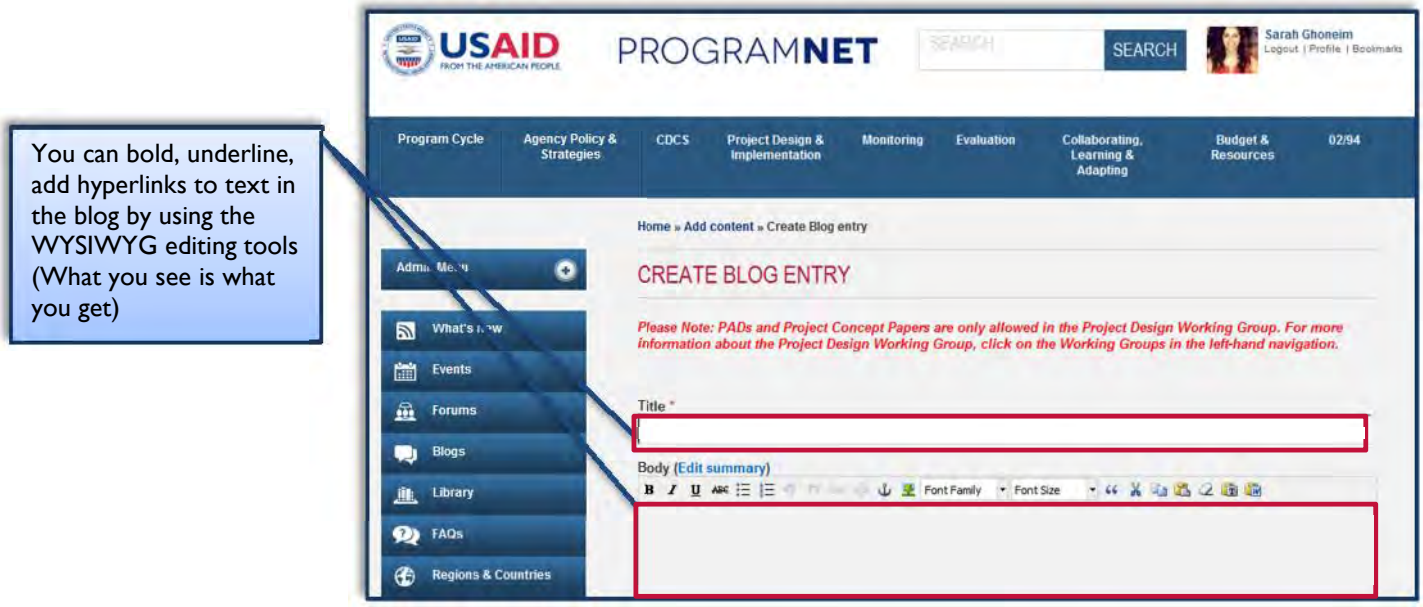


Step 1. Navigate to your page. **Please Note:** Page Owners cannot post blogs directly from the main Blogs page.

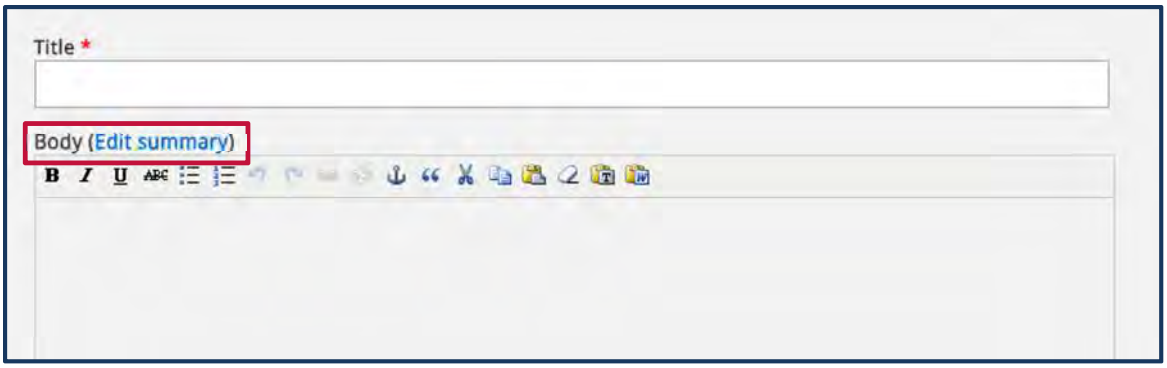
Step 2. To create a blog click **"Create Blog"** on the left-side drop-down.

"Create Blog" is located in the Admin Menu

Step 3. Enter the title and blog text. We recommend drafting a post in MS Word and pasting it here.



Step 4. Update the teaser text that will appear on the "What's New" page by clicking **Edit summary**.



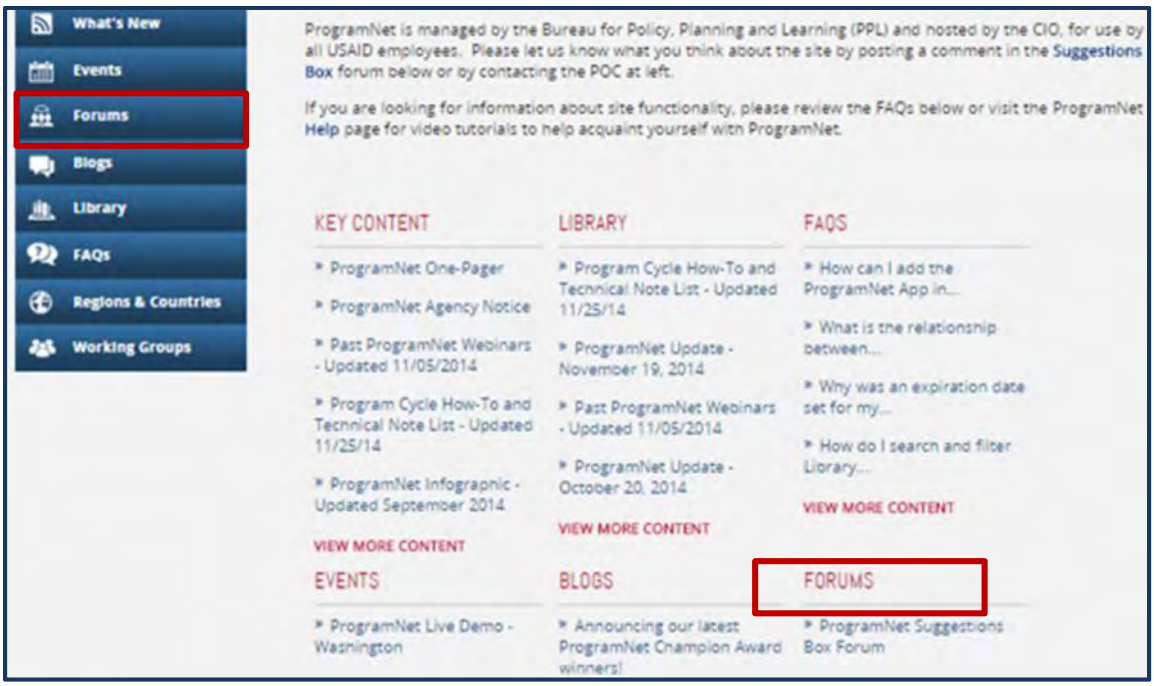
Step 5. Select the relevant tags for the blog (similar to when library items are uploaded). If you would like this to be key content on your page, be sure to check the "key document highlight".

Step 6. Click "Save".

FORUM

A discussion forum is an open space for informal knowledge-sharing across ProgramNet. Conversations can either be demand-driven, stemming from a member's question to the ProgramNet community, or prompted by Page Owners who want to encourage discussion or solicit feedback on a specific topic. Participants can subscribe to forums and receive notifications of new comments via email. To see how many people are subscribed to your forum(s), contact your Page Backstop.

Step 1. To view a forum, either click the "Forums" button on the left-hand navigation bar or click "Forums" located on each dynamic page (i.e. Program Cycle component, region, and topic and sector pages).



Step 2. Forums may have one or multiple topics. Click the title of the topic to view and join the conversation.

Step 3. To add a new topic to a forum, click the "Add a New Topic" button

To learn how to subscribe to forums, see the "setting your notifications" section in Part One of the Page Owner's Guide.

WORKING GROUPS

Working groups offer Page Owners the ability to organize a group of members in a private space to collaborate on specific projects or activities, such as creating a document or developing a work process. Working groups can be time limited and tied to a deliverable or activity, or provided an ongoing place to collaborate amongst a specific group on common ongoing activities. Successful groups require active facilitation. To ensure that working groups are focused and optimized, PPL/SPP has defined criteria for establishing working groups on ProgramNet. Working groups must meet all of the following criteria to be eligible:

- Relate to a component of the Program Cycle;
- Have an active moderator; and
- Be approved by the relevant ProgramNet POC(s), ProgramNet COR/Activity Manager, and others as appropriate.

Please Note: Working groups can be set up as "open" or as "invitation only":

- **Open:** Any ProgramNet member can join. Since a working group will typically focus on a specific topic or issue area, participation may be more relevant to some ProgramNet members than others.

- **Invitation Only:** Membership is restricted to a specific group of individuals. Members must send the moderator a request to join the working group. Some working groups employ restricted membership so that procurement-sensitive material can be shared securely.

If you want to start a working group or receive a request to do so, contact your Page Backstop to complete the working group scoping and approval process described below.

SCOPING A WORKING GROUP

The following questions help to define the purpose of the working group and how it will function. The scoping exercise will provide the justification for establishing a new working group.

- ☐ What is the objective of the working group?
- ☐ Will the working group tackle a Program Cycle-related topic or issue?
- ☐ How will success be defined for the working group (what is the outcome)?
- ☐ Does the working group have a moderator who will manage the group, post content, lead discussions and administer the group?
- ☐ Will the topic be open-ended or will it be for a fixed period? If fixed, how long will the working group be active?
- ☐ Will the working group be public and open, or private? Why?
- ☐ If relevant, how will information be shared outside the working group to the broader ProgramNet community?

The results of the scoping must be documented and submitted to the ProgramNet COR/Activity Manager, for approval by the Office Director of PPL/SPP.

SETTING UP A WORKING GROUP

Once a working group is approved, it will be set up as follows:

- ☐ Site Administrator sets up the working group space on ProgramNet.
- ☐ Page Backstop will train the moderator on managing the technical aspects of working groups and best practices for moderating a working group.
- ☐ The Site Administrator and your Page Backstop will provide ongoing support for the moderator of the working group in monitoring working group analytics to identify group dynamics, and developing a responsive content pipeline where necessary.
- ☐ For more details on using and managing your working group, please see the Working Group Management and Best Practices Guidelines on ProgramNet.

PROGRAMNET
PAGE OWNER'S GUIDE
Part Three – Events

EVENTS

ProgramNet events bring together groups of individuals in different locations to learn more about a topic. For example, they can be used to share ADS changes, results from an evaluation or policy, different approaches around a subject, or new tools or resources. For recommendations on developing a communications and outreach strategy for your events, please see the **Events Toolkit** posted on ProgramNet.

The ProgramNet support team supports three types of online events:

- **Webinars**. Webinars are presented in real-time, offer full participation between the audience and presenter(s), and typically consist of a presentation and Q&A.

- **Office Hours**. Office hours are virtual Q&A sessions with Agency subject matter experts. The focus of an office hour is on fielding questions in real-time so that all participants may learn from the dialogue and exchange.

- **eConsultations**. eConsultations are virtual meetings similar to DVCs where you can share documents or notes for peer review simultaneously, or to host a multi-day discussion with members across time zones.

Webinars and Office Hours are conducted through AIDConnect, USAID's Adobe Connect system. For more information about using AIDConnect for ProgramNet events, contact the Events Manager or Coordinator. eConsultations are hosted directly on the ProgramNet site.

Additionally, ProgramNet allows for the creation of event pages for the types of events below, which are not typically supported by the ProgramNet support team:

- **Brown-Bag** (In-Person and Dial-In)
- **Conference**
- **Seminars** (Online and In-Person)
- **Workshop or Training**

Contacts:

ProgramNet Events Coordinator, Mahbub Sarwar, msarwar@usaid.gov

CHECKLIST FOR DEVELOPING AND HOSTING AN E-EVENT

3 Weeks Before

- ☐ Participate in an initial scoping session with the ProgramNet Backstop and Events Coordinator to address the following:
  1. State the fundamental objective of the event (e.g. webinar, eConsultation, office hour).
  2. Make a list of target audiences and associated communications vehicles (e.g. listservs, working and interest groups, relevant networks).
  3. Brainstorm the agenda and desired participant engagement.
  4. Identify desired presenters, attendees, and relevant PPL Component Page POC and/or SME.
  5. Identify potential opportunities for complementary ProgramNet activities to support the event (associated blog, discussion forum, etc.).
  6. Identify any survey questions to be used during the event and post-event.
- ☐ Work with ProgramNet Backstop to post event description on ProgramNet (see tips in next section).

2 Weeks Before

- ☐ Send invites 2 weeks before the event to target audiences, coordinating with ProgramNet Backstop and Communications Manager

1 Week Before

- ☐ Send reminder invite 1 week before the event, coordinating with ProgramNet Backstop and Communications Manager.
- ☐ Conduct a follow up scoping session.
  - ✓ Confirm a final list of presenters.
  - ✓ Confirm submission dates of presentation and supporting materials.
- ☐ Help arrange a tech test for any remote presenters, if necessary (15 minutes).
- ☐ Finalize who and how many presenters there will be 1 week before the event with ProgramNet support team.
- ☐ Schedule a test run 1-3 days before the event (near length of event).
- ☐ Work with the ProgramNet support team to prepare an event survey.
- ☐ Send presentation and event resources to ProgramNet Backstop and Events Coordinator at least 2 days before the event.

During-Event Check List

- ☐ In-person presenters arrive 15 minutes before scheduled start.

- ☐ Remote presenters log-in 30 minutes before scheduled start.

Post-Event Check List

- ☐ Participate in a short AAR immediately following event.
- ☐ Work with Page Backstop to follow up on questions that were not answered during the webinar and post responses on ProgramNet.
- ☐ Work with Page Backstop and Page POC on complementary ProgramNet activities, if identified.

EVENT PAGE UPDATES

ProgramNet members are able to subscribe to email notifications about new events and event updates. Members who are subscribed to event notifications will receive automatic emails about each new event or change on an event page. **To avoid members receiving email updates with draft event descriptions or minor changes, please work closely with your Backstop.** If you need to post placeholder text or make a minor change to the event page, your Backstop can change the event page settings to ensure updates are not sent out to members until the text is finalized. Please note Page Owners do not have the required permissions to override the notification settings, so anything you post will send an immediate notification to all members who are subscribed to the general events page.

TIPS FOR FACILITATING AN E-EVENT THROUGH AIDCONNECT

- **Energy.** Finish sentences as strongly as you begin them. Be careful not to drop your energy at the end of a list of items. Try and keep a smile on your face – it translates well!

- **Enthusiasm.** Demonstrate to your audience why they should care about the information that you are imparting. Keep enthusiasm in your vocal tone and in the words you use. Make technical facts more interesting by adding explicit statements of their value: "Now here's a fascinating piece of information…," or, "What's fun about this fact is that it lets you…" Remember to smile every so often. Your audience can hear the change in tone that accompanies a smile.

- **Variation.** Be mindful of not speaking in monotone. Consciously change the pitch of your voice and your speed of delivery. Every small change in your delivery style refocuses your audience's attention on your voice and your content.

- **Addressing individuals.** Address your audience as individuals rather than as a group. Use the singular "you" in your statements and questions. Instead of saying "I wonder if anyone out there can answer this question," say, "I wonder if you know the answer to this question?" Each listener should have the feeling that you are speaking directly to him or her.

- **Scripting.** Script your opening and closing paragraphs. This helps you move smoothly into your subject with a confident, comfortable introduction and finish strongly with a well-planned summary and call to action for the audience. The rest of your presentation should be conversational rather than scripted. Use bulleted notes to help you remember the key talking point for each slide, and rehearse your presentation enough to feel comfortable talking to the audience rather than reading to them.

- **Slide design.** Avoid using text-based slides as a presentation script that you read to the audience. Break up key points into individual slides and find graphics that help emphasize and complement your vocal presentation. Use high-contrast colors that let foreground text be easily seen and read over the background. Remember that some attendees may be watching on small screens. Make text and graphics large and easy to read at a glance. Lastly, please avoid using PowerPoint animations and save all charts, graphs and tables as pictures (jpeg file format) before incorporating into slides.

- **Focusing attention.** Small, subtle animations can be useful in focusing the audience's attention. For instance, you might use animation to add an arrow pointing to a key item on a slide. Avoid the temptation to add repetitive, distracting animations such as text that flies in for each bullet point. You can also use

annotation features in your web conferencing software to draw lines, arrows, boxes and other highlights that pull your audience's focus to the screen and synchronize their attention to your speaking point.

- **Reference information.** Large amounts of text, data, graphs, URLs and other reference information should be provided in handouts that are separate from your presentation slide content. Make your presentation about the value and use of the data, not about the factual information itself. If a listener can't actively use the data while listening to you, it does not belong in the presentation.

- **Audience interaction.** Invite participation in the conference by including polls or typed questions and responses, but remember to frame these in terms of value to the audience, not to you. Make sure you have given value to your listeners before you demand value from them. Each time you ask for information, tell them how answering your question benefits them: "This will let me customize my presentation to make sure that I am addressing the things you want to hear about." If you get typed comments or questions from the audience, refer to the questioner by first name, putting a personal touch on the communication and letting people know that you are truly paying attention to them as individuals.

- **Configure polls.** Use the Pod options menu in Poll pods to configure how results are displayed to the audience. You might prefer to display absolute numbers of votes in small meetings where attendees are part of a select group, or in very large webinars where you want to show off the size of your audience. With medium-sized events (or ones where you do not know how many people might attend), you can display results in percentages so that audience members are not aware of the actual number of attendees. When creating your polls, choose whether to allow a single answer or multiple answers. It is usually better to allow multiple answer selections than to offer "All of the above" as a choice on a single-answer poll.

- **Use multiple chat pods.** You can encourage audience participation by asking for "fun" chat contributions. Ask audience members to type their first name. Or ask them if they can identify an actor or movie referenced in a slide graphic. This gets them used to participating and makes chat seem non-threatening and inviting. Separating "fun" responses from real, topic-related questions can be tedious. Solve this problem by creating two chat pods. Keep the "serious questions" chat pod open at all times and connected to the presenter Q&A management pod. When you ask for fun contributions, use a second chat pod that is not connected to Q&A management. Using an additional pod lets people type their responses without filling up the question queue. It also lets them see responses from other participants, which builds a sense of community and shared fun.

- **Use the Web Links pod.** The Web Links pod is useful on your final layout for letting attendees access a feedback form or survey implemented on the Web. Either the presenter or the attendees can open the page. Attendees can fill out requested

information and close the page without affecting their status or participation in the meeting room.

- **Enable the Full Screen option.** Give your audience members the opportunity to see slides or shared applications in a larger size by enabling the Full Screen option on Share pods. The best and least obtrusive option for webinars is to select Enable Full Screen Toggle for participants, which allows each member to move in and out of Full Screen mode at will.

CONDUCTING AFTER ACTION REVIEWS

This guidance is excerpted from USAID's After Action Review Technical Guidance. The full guide can be found here: https://programnet.usaid.gov/library/after-action-review-technical-guidance-usaid-pn-adf-360.

An after-action review (AAR) is a professional discussion of an event that focuses on performance standards and enables development professionals and colleagues with similar or shared interest to learn from the event content and process, how it evolved, and how to sustain strengths and improve on weaknesses in both. AARs are most effective when leaders support the process, the review is conducted immediately by the team, for the team, and participants agree to be candid. There are two types of AARs – formal and informal:

AAR Guiding Questions

- ✓ What did we want to accomplish?
- ✓ What did we actually accomplish?
- ✓ What went well?
- ✓ What could have been improved?
- ✓ What are next steps?

- **Formal**. Formal AARs require more resources and involve more detailed planning, coordination, logistical support, supplies, and time for facilitation and report preparation. The meeting should follow an agenda, using the five guiding questions to direct the substantive content of the discussion. A formal report is presented after the session.

- **Informal**. Informal AARs are usually conducted on site immediately following an event, activity or program. They require a different level of preparation, planning, scheduling, facilitation and reporting. As with formal AARs, the standard format and questions guide the discussion.
    - ☐ Immediately after the event ends, participating ProgramNet support team members and the presenter conduct a rapid review (approx. 15-20 minutes) to identify highlights or takeaways for immediate action.

Planning the AAR

- ☐ Identify an event or activity to be reviewed.
- ☐ Identify the primary point of contact for the review.
- ☐ Determine when the review will occur.
- ☐ Decide who will attend.
- ☐ Select when and where the review will take place (plan for 60-90 minutes).
- ☐ Confirm who will support the review (technical lead, champion, point of contact, scribe).

Preparing for the AAR

- ☐ Select a facilitator.
- ☐ Confirm the venue and agenda.
- ☐ Obtain input from interested parties.
- ☐ Announce the AAR and compile an attendee list.
- ☐ Make logistical arrangements and set up the venue.

Conducting the AAR

- ☐ Seek maximum participation.
- ☐ Maintain focus on a positive and informative review.
- ☐ Solicit honest, candid and professional dialogue.
- ☐ Record key points.

Following up on AAR Results

- ☐ Determine actionable recommendations that will improve the process.
- ☐ Identify tasks requiring senior leadership decisions.
- ☐ Determine a follow-up schedule and point of contact for each follow-up action. Monitor completion.
- ☐ Document the AAR results and share with participants.

PROGRAMNET
PAGE OWNER'S GUIDE
Part Four – Page Management Tools

PAGE MANAGEMENT TOOLS

HOW DO I RESPOND TO QUESTIONS/COMMENTS ON MY PAGE?

Page Owners are responsible for promptly responding to members' questions and comments. Responsiveness is crucial to ProgramNet's utility and success as a collaborative platform. Page Backstops support Page Owners by tracking questions and comments and following up to ensure they are addressed in a timely fashion – generally within two days.

The No. 1 rule of thumb for responding to questions and comments is to do so through the ProgramNet site within 24-48 hours.

Members can interact with your page in two ways:

1. Contacting you directly via the "contact Page POC" button. This generates a system form that goes to you – in order to receive it, you need to make sure you are subscribed to your notifications (see "Getting Started" above). To respond you can email the member directly. However, if the topic might be relevant to others, asking the member to pose the question in a forum would be a good way to get the conversation online and into the broader community.
2. Commenting on a library document, a blog, an event, or on a forum topic. In this case, you are strongly encouraged to post a response directly on the site, either saying "thanks, we'll get back to you" if it's a complicated question for which there isn't yet an authoritative answer, or with the actual answer itself.

Get in the habit of replying to member questions on this site, rather than through email, so that the ProgramNet community can share in the conversation. Other members may find your response useful as well.

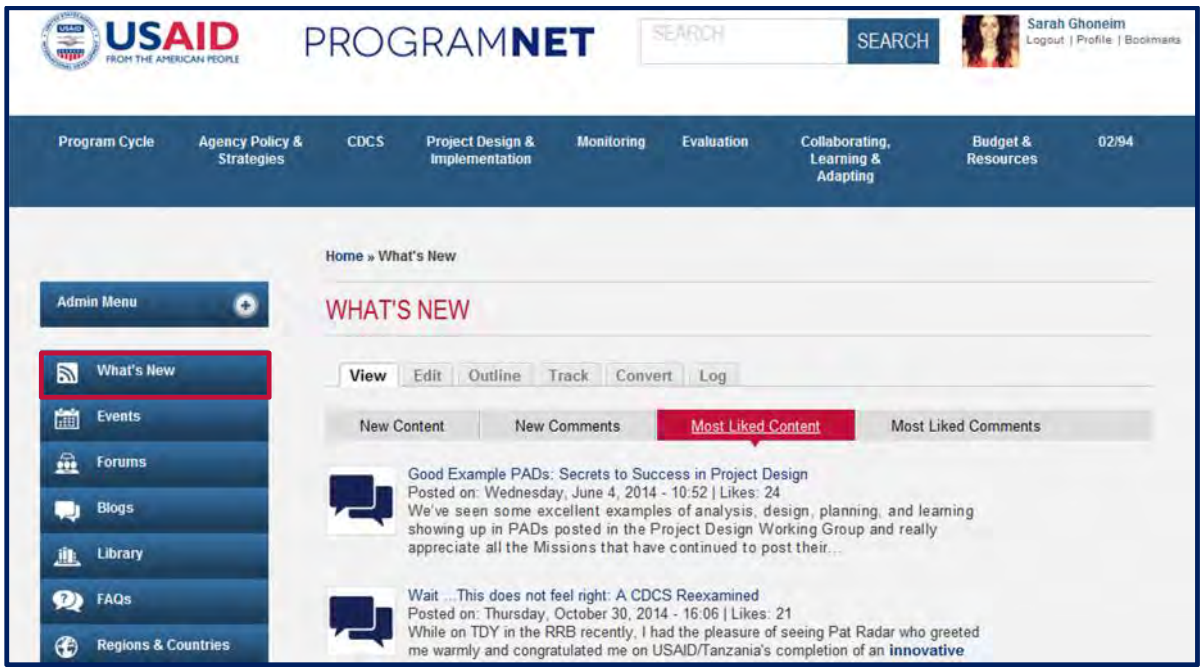
Page Backstops will assist you with keeping track of questions and comments to ensure they are all addressed, and will provide reminders to make sure we are meeting our standards for a responsive site.

HOW DO I KEEP TRACK OF WHAT'S HAPPENING ON THE SITE?

ProgramNet site data are monitored daily, and compiled monthly and quarterly, to support site learning/adaptation in response to member activity and needs, and to measure the ProgramNet support team's performance. The data enable the team to track site traffic, member behavior, communication effectiveness and content utility indicators.

Three tools are available to Page Owners to help track site patterns, identify trending issues, and craft new content and events.

- **What's New.** Click *What's New* on the left sidebar to see the most recent content (documents, events, FAQs, etc.) and conversations (comments and forum topics) happening on the site, and well as the most liked content and comments.



- **Monthly Analytics.** Site data is analyzed monthly by the ProgramNet support team to track how visitors arrive on the site and use it, and to interpret what they are looking for, among other things. Data are collected electronically through Google Analytics (for the site), Constant Contact (for the *ProgramNet Update* newsletter), the Drupal platform (for membership information), and AIDConnect (for webinars and other online events). You can find the monthly and quarterly ProgramNet analytics reports by visiting the About ProgramNet page and in the Page Owners' Working Group.

- **Quarterly Analytics.** On a quarterly basis, the ProgramNet support team will

"Our web site got 150 hits today!"

work with you to explore how to address specific questions you may have about how members are engaging with your page and go over your page's Google Analytics dashboard.

HOW DO I PLAN MY PAGE CONTENT PIPELINE?

Consider using a pipeline management tool like the one show below to plan a variety of content for your page. If you anticipate others on your team contributing blogs, facilitating online discussions and webinars, and uploading key content, using a pipeline management plan is a great way to keep things organized.

Your Page Backstop can help you think through building a pipeline and tailoring this tool to your needs.

Item	POC	Type	Status	Jan-13				Feb-14				Mar-14			
About ProgramNet															
ProgramNet: A Year in Review	Kat		Pending				X								
Monthly Site Tips	Ford		nding			X			X				X		
Review FAQs	Brian	FAQ Blog Post Forum Webinar Key Ref Doc Example Other	nding				X								

PROGRAMNET
PAGE OWNER'S GUIDE
Part Five – Communications Tools

COMMUNICATIONS TOOLS

A variety of communications resources are available to Page Owners to facilitate outreach to USAID units in the field and in USAID/Washington. The ProgramNet support team provides communications support to Page Owners in the following ways:

- The ***ProgramNet Update*** e-newsletter is published the second Monday of each month by the ProgramNet support team to inform ProgramNet members about new activities, events, tools and documents on the site. It is sent to all site members and generates a significant amount of site activity.

- A ProgramNet **Engagement Strategy** provides guidance on targeted audiences, characteristics, behaviors, incentives, messages and outreach vehicles.

- **Learning Lab**, ProgramNet's companion-site, is an online collaborative community for USAID and partners located outside the firewall. Focused on the Program Cycle and learning, Learning Lab offers opportunities to engage in and monitor what the broader development community is talking about and share information outside of the USAID firewall. Please contact Monica Matts (PPL/LER, mmatts@usaid.gov) with any questions.

Contact:
ProgramNet Communications Manager, Mahbub Sarwar, msarwar@usaid.gov

PROGRAMNET UPDATE

The ***ProgramNet Update*** is a monthly e-newsletter that is sent out to all ProgramNet members. Members are automatically subscribed when they create an account, but can opt out at any time. All ProgramNet links utilize Google Campaigns URL code to help analyze site traffic generated by the communications tool.

- **The *Update* is published on Mondays by 12:00 p.m.**
- A week prior to publication, the Communications Manager sends a call for content to PPL SMEs, regional Team Leads, Regional Page Owners and Page Backstops based on a rough outline created by reviewing recent ProgramNet content.
- **Content is due to the Communications Manager by 12:00 p.m. the Tuesday before the *Update* is published.**
- The first draft is completed by COB Wednesday, reviewed by the Activity Manger, and sent to the broader group on Thursday for comment by OOB Friday.
- Comments/edits are reviewed and incorporated as appropriate. Copy is then entered into the Constant Contact template, links are checked, and a draft email is sent to the Activity Manager for approval.
- The final draft is sent to relevant Office Directors, copying Activity Managers, for approval before 12:00 p.m. the following Monday.
- The Monday of publication, new members are added to the mailing list in Constant Contact. The email is sent by 12:00 p.m., based on approval.
- The Communications Manager uploads a link to the *Update* on the About ProgramNet page.
- Topics covered in the *Update* are entered in the editorial calendar.

Contact:
ProgramNet Communications Manager, Mahbub Sarwar, msarwar@usaid.gov

Thank you for your interest in managing a ProgramNet Working Group. This document is designed to outline the best practices and technical guidelines for managing your working group.

Working Group Management and Best Practices Guidelines

As the working group moderator in addition to facilitating the group, you will also serve as the point of contact for group members and related ProgramNet page points of contact. Below you will find a list of common tasks that should be undertaken as part of managing your working group.

- **Collaborate** with the relevant Program Cycle Component and Topic and Sector partners. As appropriate, work with related Program Cycle Component and Topic and Sector pages to share information from your working group, and publicize the group. Your working group should supplement the discussion on related pages, not be a mirror image or produce contradictory information.

- **Determine the appropriate content type.** Working groups can have their own library, blog, and forum. Decide which of these best suit the information intended to be shared with the group's audience. Set up a schedule to review the content for each of these resources multiple times per week.

- **Moderate discussion forums.** Check daily for new comments/postings in your working group. As the moderator you should be subscribed to your forum, if you have created one. You will want to set your notifications to "Immediate" so you will know whenever a new topic is created or a comment is entered.

- **Review library documents uploaded by other members**. If your group's mailing list is on, when a document or blog is posted in your working group, all group members will receive an email notification. As group moderator, you should open each email and click on the link to review the relevancy of content and ensure the proper keywords are associated to the content.

- **Highlight for your colleagues**. Promote opportunities to contribute to the working group by participating in the blog and forum sections (if your group has one). Utilize the group space to take a conversation to ProgramNet (out of your Inbox!)

- **Determine required content**, including official Agency documents, tools, and examples.

- **Promote peer-to-peer sharing** of relevant examples, templates, sample scopes of work, etc. by reaching out to subject matter experts (SMEs) in your working group's area of focus. You can also reference items already on ProgramNet by linking to existing resources rather than uploading twice.

- **Create a regular schedule of blog posts** to highlight relevant news and events, share lessons and tips, and other findings. Collaborate with SMEs in your working group's area of focus by creating guest blogs for them to curate.

- **Identify and create new topics for discussion** on key themes to promote peer-to-peer exchange, and inform priority issues.

- **Notify your ProgramNet Backstop** as you encounter issues with the site that you would like to see fixed/improved.

CONTENTS

WORKING GROUP TECHNICAL GUIDELINES **4**

NAVIGATING TO A WORKING GROUP 4

MANAGING YOUR WORKING GROUP **5**

EDITING WORKING GROUP LANDING TEXT 5

MEMBERSHIP MANAGEMENT 6

Viewing current working group members 6

Adding Members to Your Working Group 7

Managing Member Settings 8

MANAGING WORKING GROUP CONTENT **9**

ADDING LIBRARY CONTENT 10

REVIEWING LIBRARY CONTENT 15

Expiring Content 18

ADDING A FORUM 20

SUBSCRIBING TO A FORUM 21

ADDING A FORUM TOPIC 22

ADDING A BLOG 23

CLOSING DOWN A WORKING GROUP 24

WORKING GROUP TECHNICAL GUIDELINES

As the working group page moderator you will be responsible for curating the information in this group. Below you will find a guide for managing your working group.

NAVIGATING TO A WORKING GROUP

Step 1. From the homepage, click the **Working Groups** link below the main navigation bar.

From anywhere else on the site, click the Working Groups link in the "Widget Bar" on the left side of your screen.

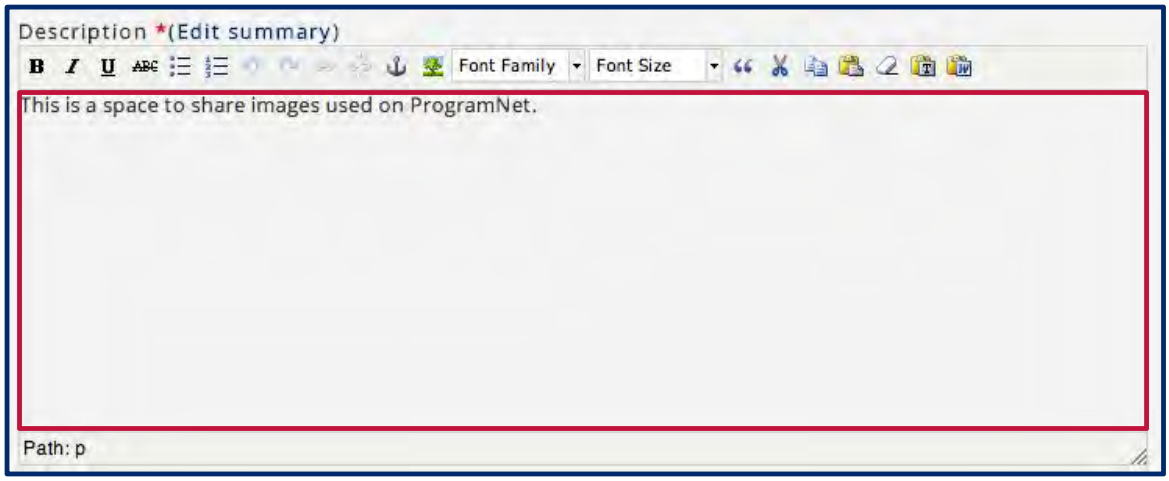
Step 2. To enter a working group, click on the **title** of the working group.

EDITING WORKING GROUP LANDING TEXT

The landing text for your working group will be visible to all ProgramNet members whether they have joined your group yet or not. It is important to provide accurate information in the landing text, so that members know what the group's purpose is.

Step 1. Click on **Edit** from the group administration tabs to navigate to the Working Group edit page.

Step 2. Enter in the landing text you wish to display by typing directly into the **Description** text box.



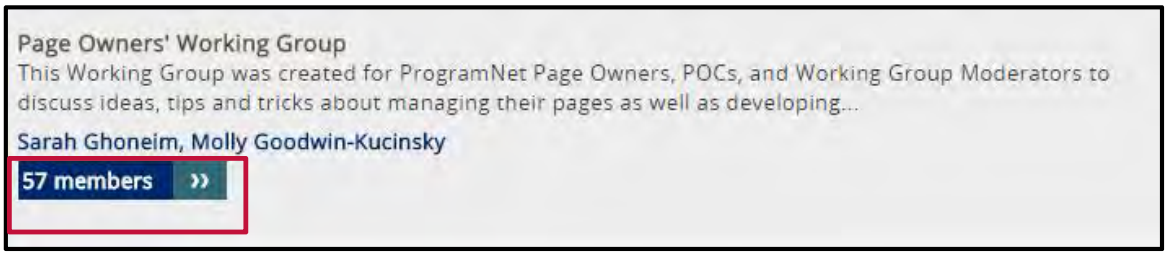
Please Note: You can use icons above the description textbox to enhance the text you are entering by underlying, bolding, or italicizing text, adding lists, or inserting hyperlinks to important content.

MEMBERSHIP MANAGEMENT

Viewing current working group members

There are several ways to view the full list of working group members.

From outside the group, click on the arrow next to the number of members below the group description to display the full list.



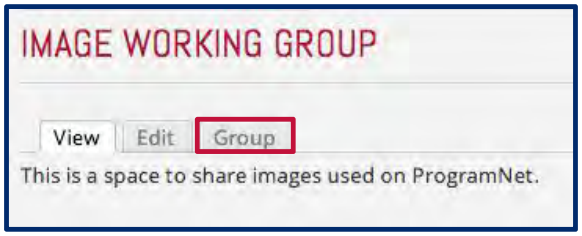
From within the group, click on the "Members" box in the left hand menu to see the full list of members in alphabetical order.

You can also view the group membership via the **Group** tab described in the following pages.

Adding Members to Your Working Group

The group tab allows you to view and manage the current members of the working group, as well as set the settings for working group members. If your working group requires approval to join, is important to review the group tab to see if there are pending approval requests.

Step 1. Click on **Group** from the group administration tabs to navigate to the Working Group membership management page.

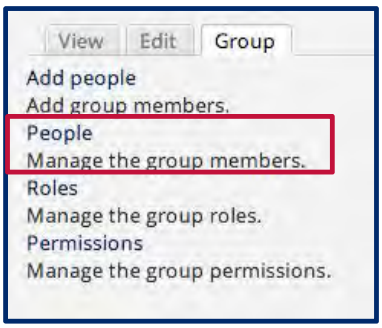


Step 2. Click on **Add People** to add members to the working group.

Step 3. Enter the ProgramNet **User Name** of the individual you want to add to the group. ***Please Note: you can only add individuals who have signed into ProgramNet to the group. ProgramNet user names are the same as the individual's USAID email address (without the @usaid.gov).***

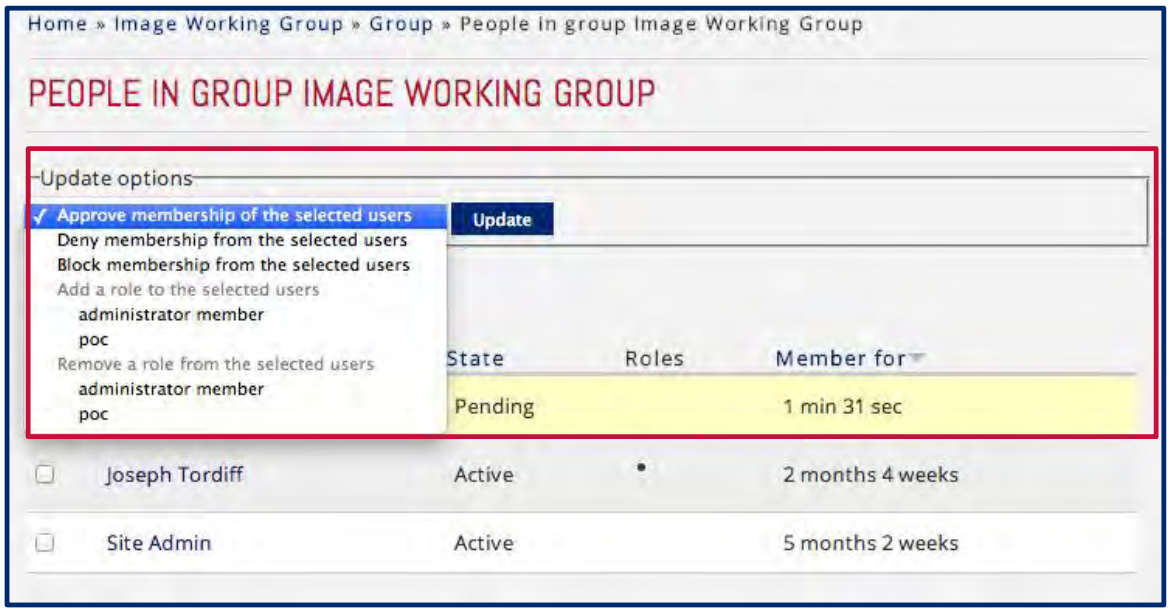
Step 4. Scroll to the bottom of the page and click **Save**.

Managing Member Settings



Step 1. Click on **People** to manage members of the working group. *Check to see if there are any "Pending" membership requests to your working group.* ***Please Note: if there is a pending request, next to the member's name you will see "Pending" under the "State" column.***

Step 2. Check the box next to the member's name to approve or deny their request into the group.

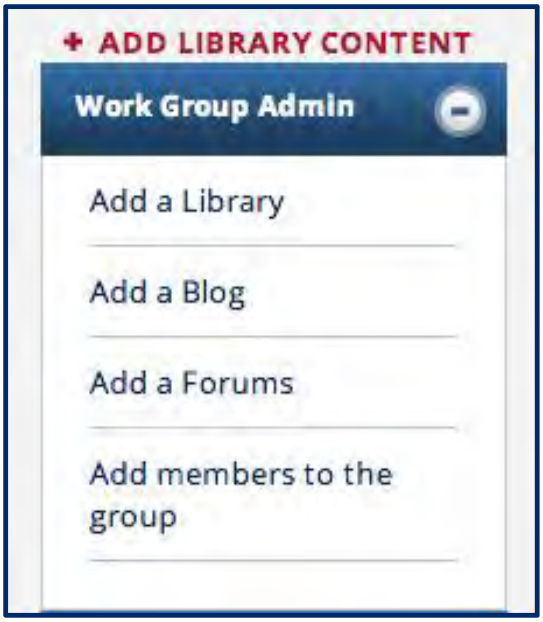


Step 3. Use the dropdown menu under **Update Options**, and select the action you wish to take from the list.

Step 4. After selecting the desired action from the dropdown, click the **Update** button. ***Please Note: if there are multiple pending requests, you can manage all requests then click "Update." For more information about the options in the dropdown, please contact your Backstop.***

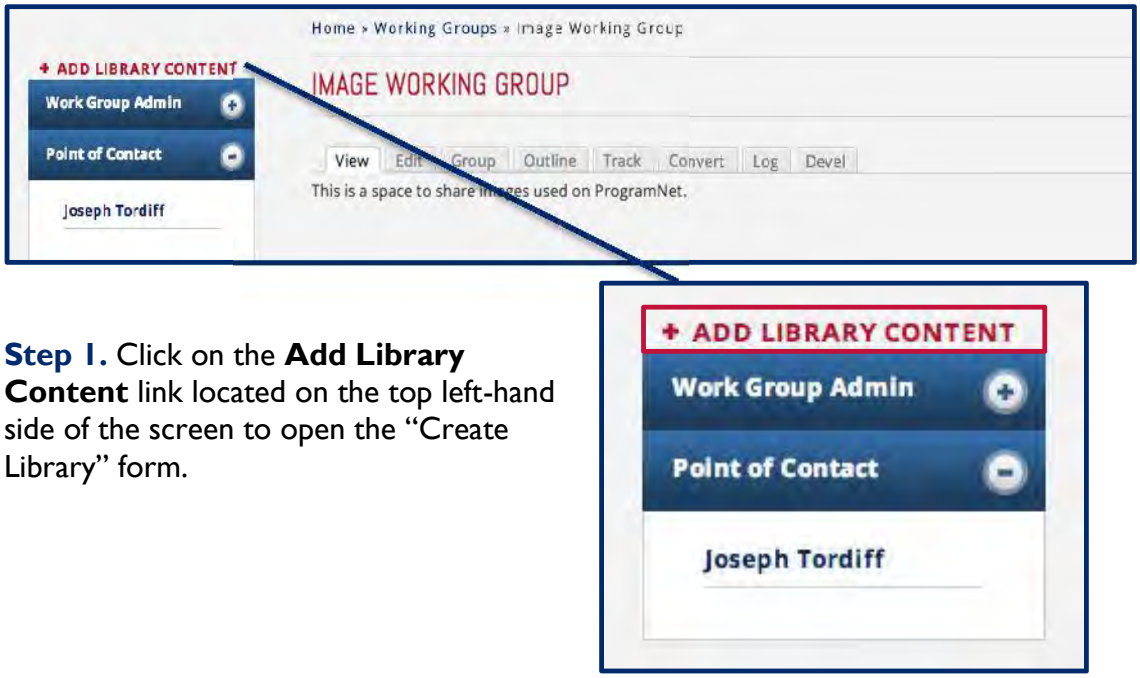
MANAGING WORKING GROUP CONTENT

Above the left-hand navigation you will see an expandable block labeled **Work Group Admin**. Click on the plus next to this block to view the list of options available. This block allows you to manage the working group content, and add members to the group (as displayed in the previous section).



ADDING LIBRARY CONTENT

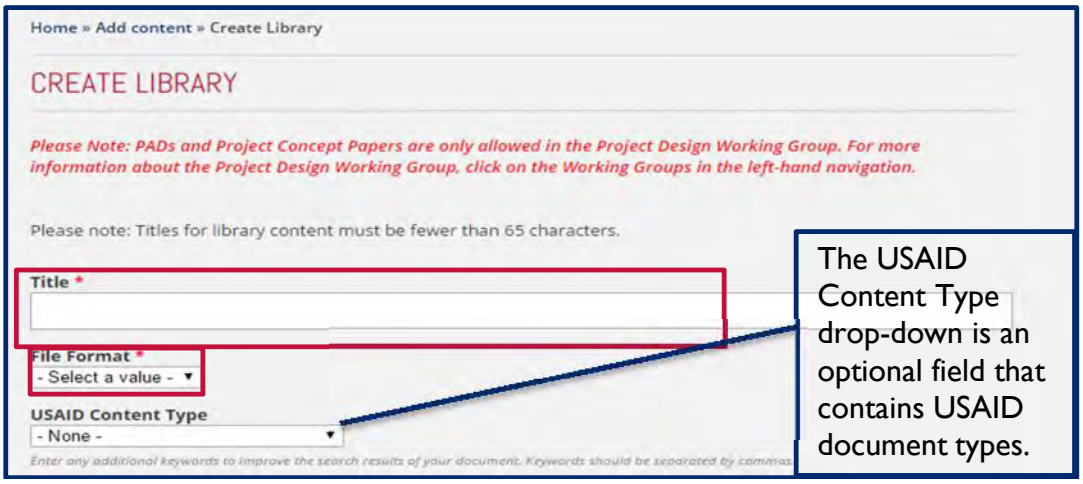
Library content added to the working group will be displayed in the working group library, and will only be accessible to members of the group. You can add library content by using the "Add a Library" link in the working group admin menu, or by using the "Add Library Content" link as described below. Either option will take you to the "Create Library" form.



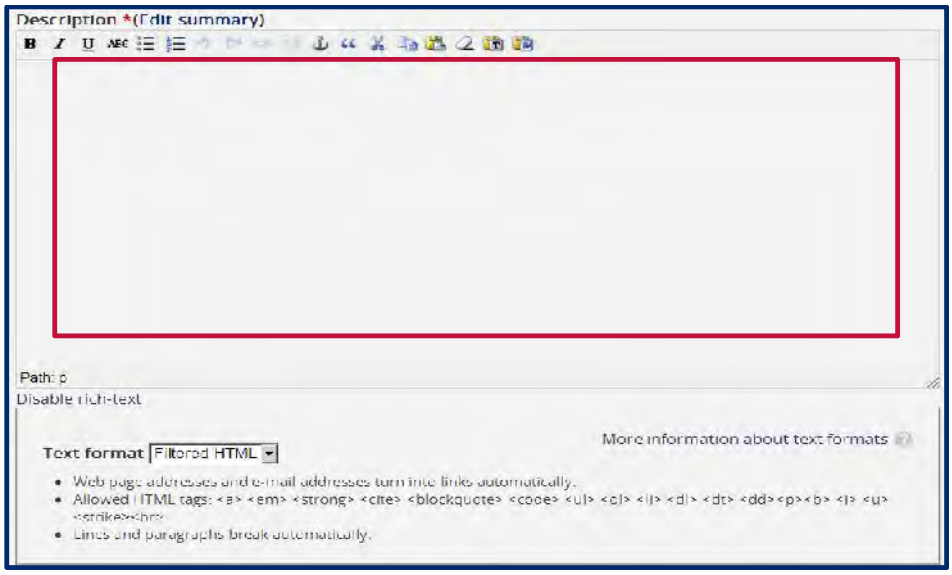
Step 1. Click on the **Add Library Content** link located on the top left-hand side of the screen to open the "Create Library" form.

Step 2. Enter a **Title** for the library content being created. The title will be displayed with the document information and returned in the search results.

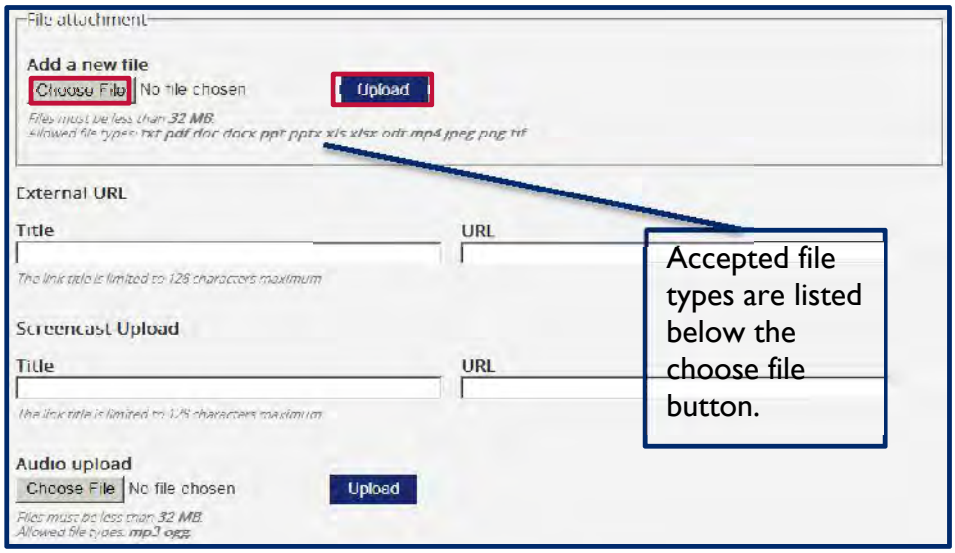
Step 3. Select the **File Format** of the content being uploaded to the site (e.g. PDF, MS Word, etc.).



Step 4. Complete the **Description** field providing a brief summary of the document. The description will be displayed with the document information and returned in search results.

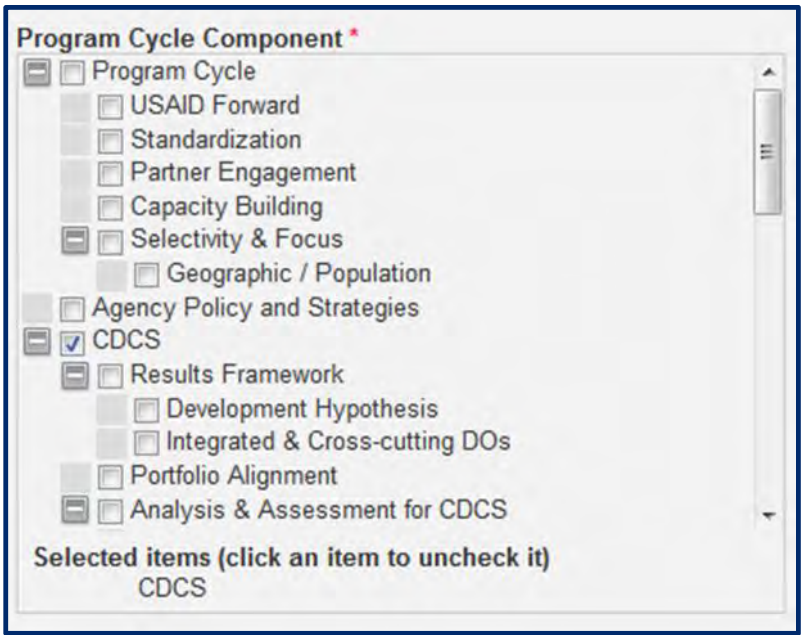


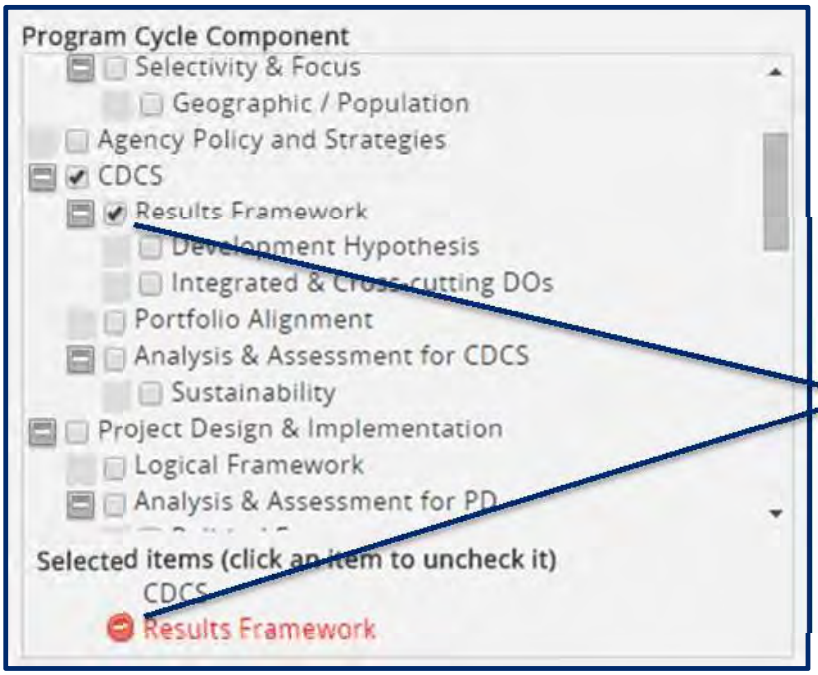
Step 5. Click **Choose File** to select the document to be uploaded from your computer.



Step 6. Click **Upload** after you have selected the document to be uploaded from your computer.

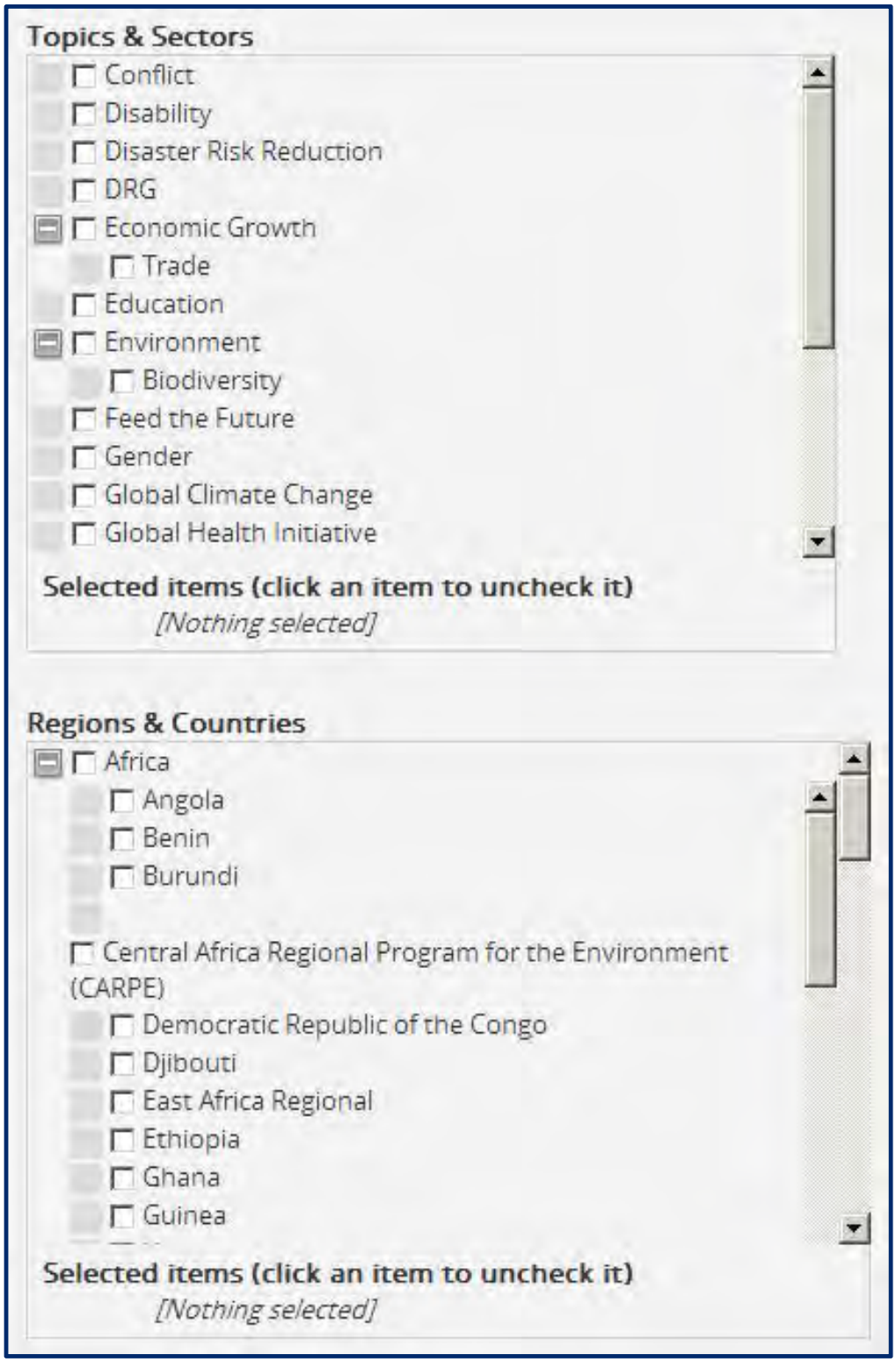
Step 7. Confirm your library content is tagged correctly. *Check the box next to a term to add it as a tag. When you tag working group content, the content will display on the pages to which it is tagged just like any other library content.* ***However, only members of the working group will be able to see this content. For example, if you tag library content to the Program Cycle page, it will show up as visible in the library bucket for members of the working group only. Please note that it is required to include a Program Cycle Component tag on all library content.***



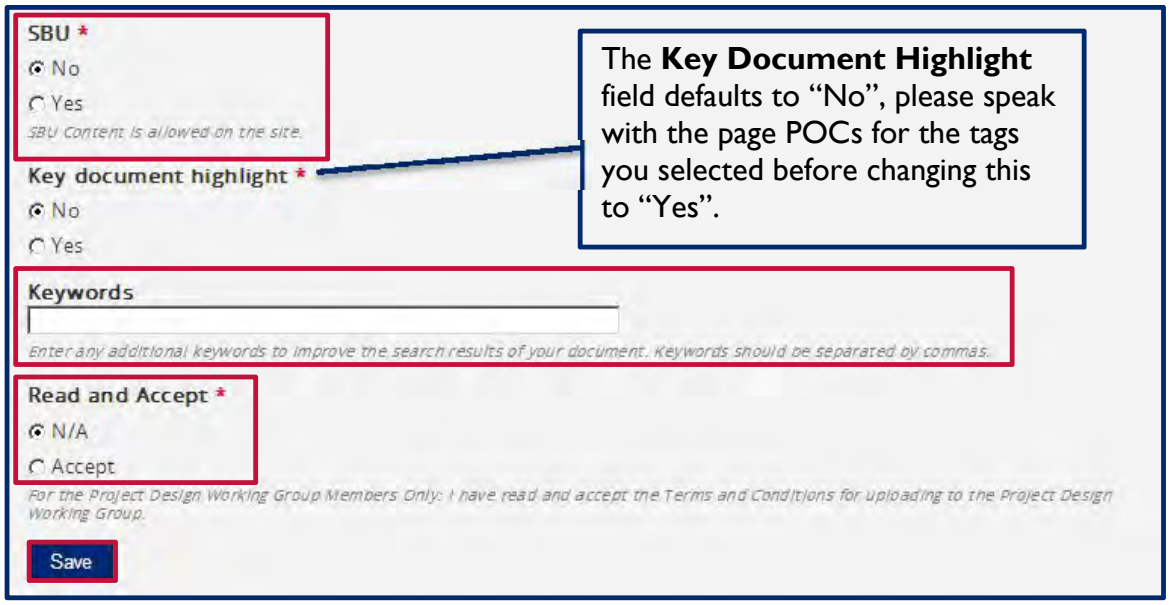


Click the delete button next to a tag, or uncheck the box to deselect that tag.

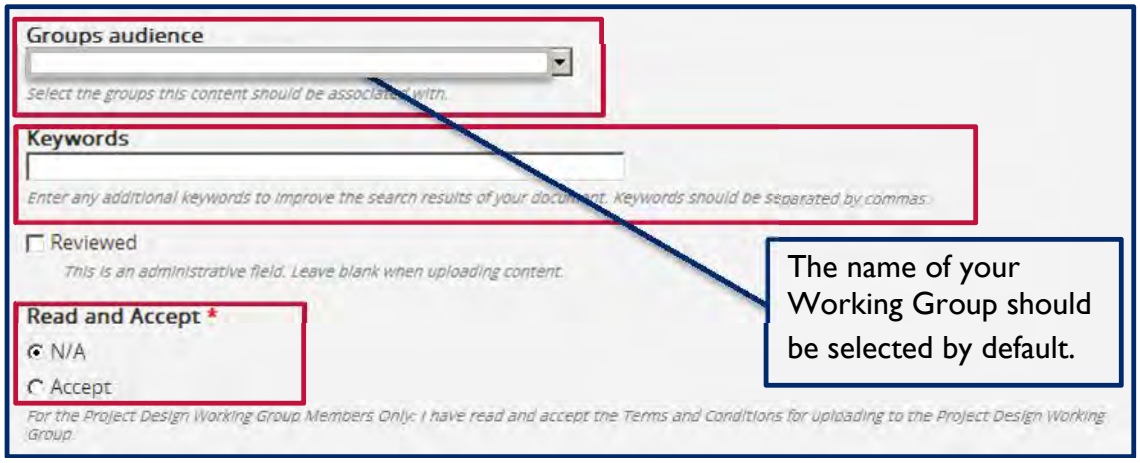
You are able to add tags for content if it applies to a specific Topic & Sector or Region & Country.



Step 8. Select "Yes" if the document contains Sensitive But Unclassified (SBU) content. This field defaults to "No."



Step 9. Enter in keywords associated with the document. The keywords, along with the document title and description, determine the content returned in search results. Commas should separate multiple keywords.



Step 10. Review the information entered, and click **Save**.

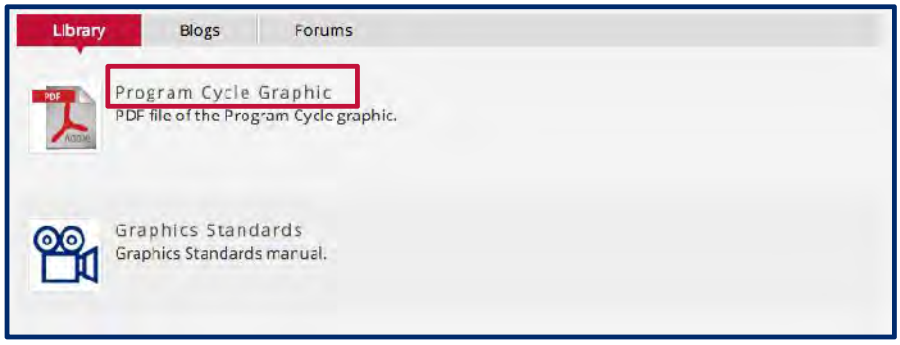
All information entered on the upload form will now display on the new document library page associated with the content. This library item will now be assigned a one-year expiration date (discussed further in Expiring Content section)

REVIEWING LIBRARY CONTENT

All active members of the working group can add library content to the working group, therefore it is important to review all library content once it is added to the group. If your group's mailing list is turned on (an option that will be discussed when the group is set up), members will receive a notification from the site when content is uploaded to the working group; it is your responsibility to review it for accuracy. If the working group mailing list is not turned on, you will need to check the group for new content on a regular basis to ensure its accuracy. Email notifications about working group content include the content author to better track working group activity from your email.

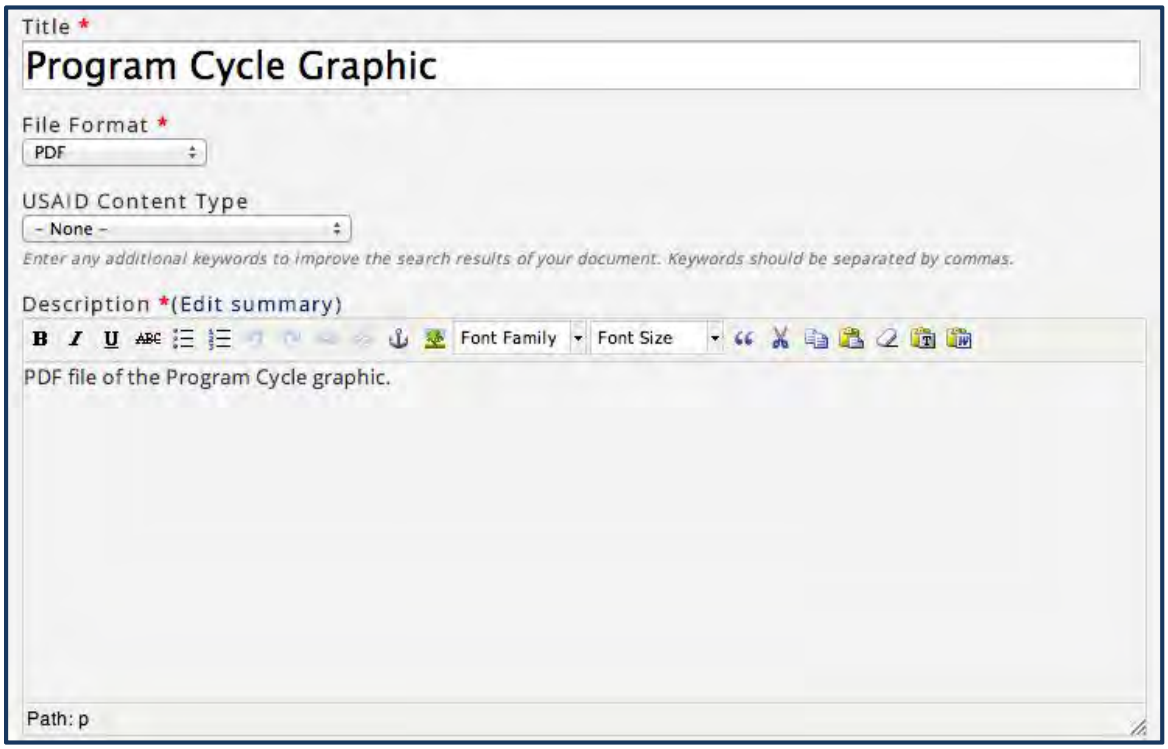
Please note: If your group has procurement-sensitive or other similar documents, you should also check the general site library regularly to ensure sensitive working group documents have not been uploaded there in error.

Step 1. Click on the **Title** of the library content that you need to review.



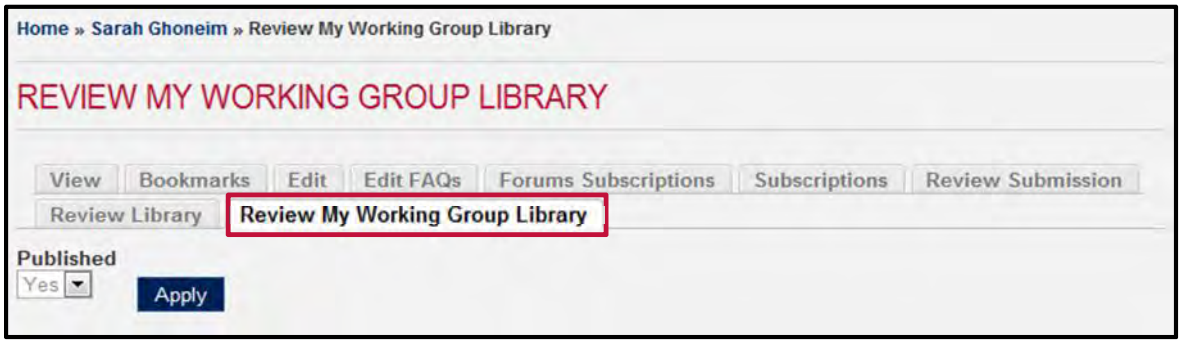
Step 2. Click on the **Edit** tab of the library content that you need to review.

Step 3. Review the **Title**, **Description, Tags,** and **Keywords** (not shown), on the edit form. Make any necessary changes and click save. ***Please note: you should also review the content itself; if it is not appropriate or there are edits needed please work with the contributor to have the document updated. To remove a document, click delete at the bottom of the "Edit Library" form.***

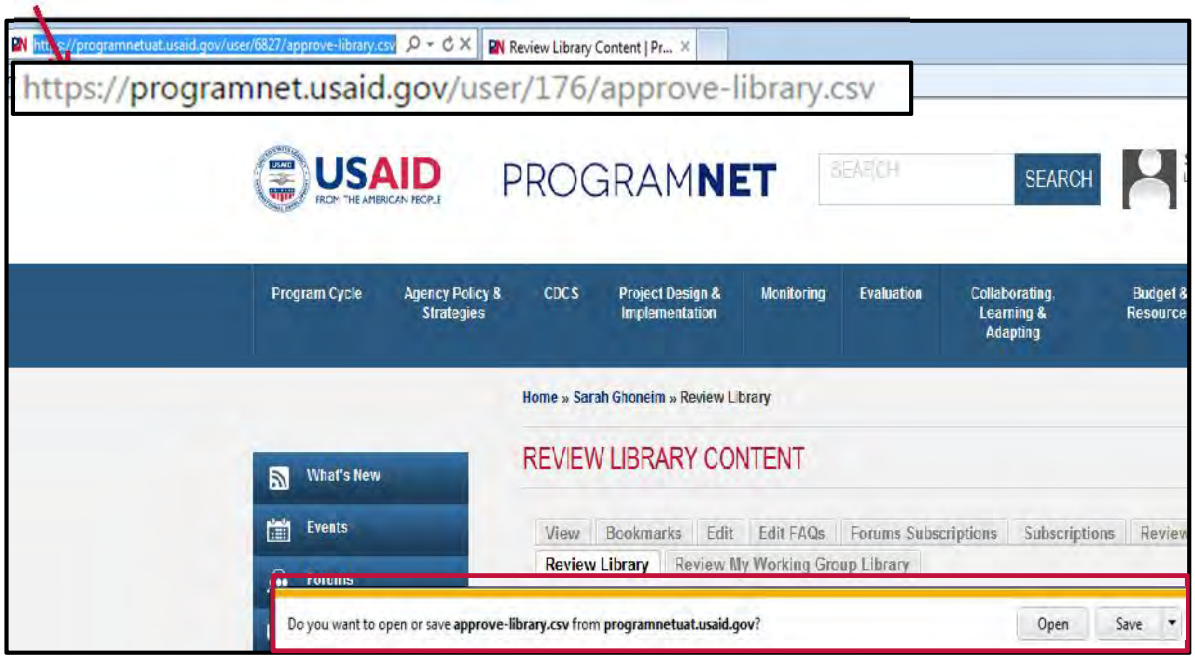


To facilitate regular content review and updates, working group moderators have the ability to **export content** from their working group library:

Step 1. Export content to a csv file by going to your profile page and clicking on the **Review My Working Group Library** tab.



Step 2. Then **add .csv to the end of the URL** displayed and hit enter. You should then see a file downloaded to your local machine which includes listings of all library content for the working group of which you are the POC. Each csv file will include tags, titles, publishing status, author, expiration date, and description for each library item in your working group.

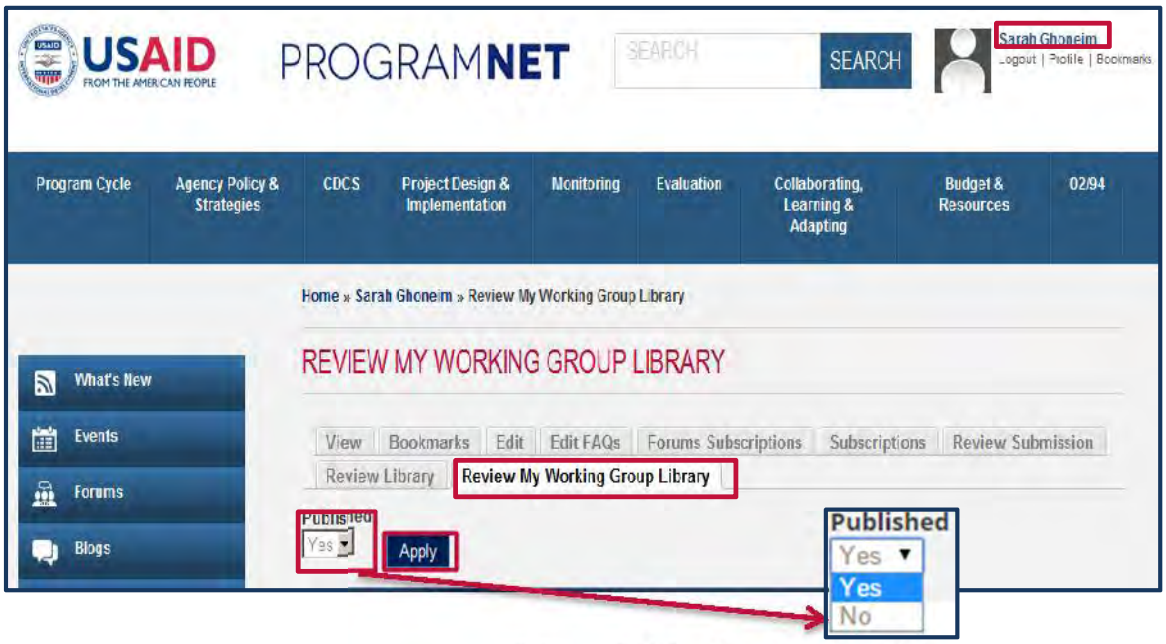


Expiring Content

Working group library content can now be more easily curated with the Auto-Archive feature on ProgramNet. This feature automatically assigns a one-year expiration date to any new content posted after the release of this enhancement (May 17, 2014).

ProgramNet automatically notifies (by email) the content's author 30 days prior to the library content's expiration to allow time to review the information and work with the relative Page Owners to extend the date as needed. Once content has expired, it is automatically unpublished and then deleted from the site after 90 days. As a working group manager, you can view content expiration information for working group library content of the group(s) you manage, sorted by working group.

Step 1. In order to view expiration dates for all library items in your working group, simply go to your profile page by clicking your name on the top right corner of the page (near search bar) and click on the **Review My Working Group Library** tab.



You may also narrow down your search by **published and unpublished material** by choosing "Yes" or "No" from the drop down menu under "Published". Then click "Apply".

If your content has already expired, you can view expired items in your library by choosing **No** from the dropdown menu under **Published**. Then click **Apply**.

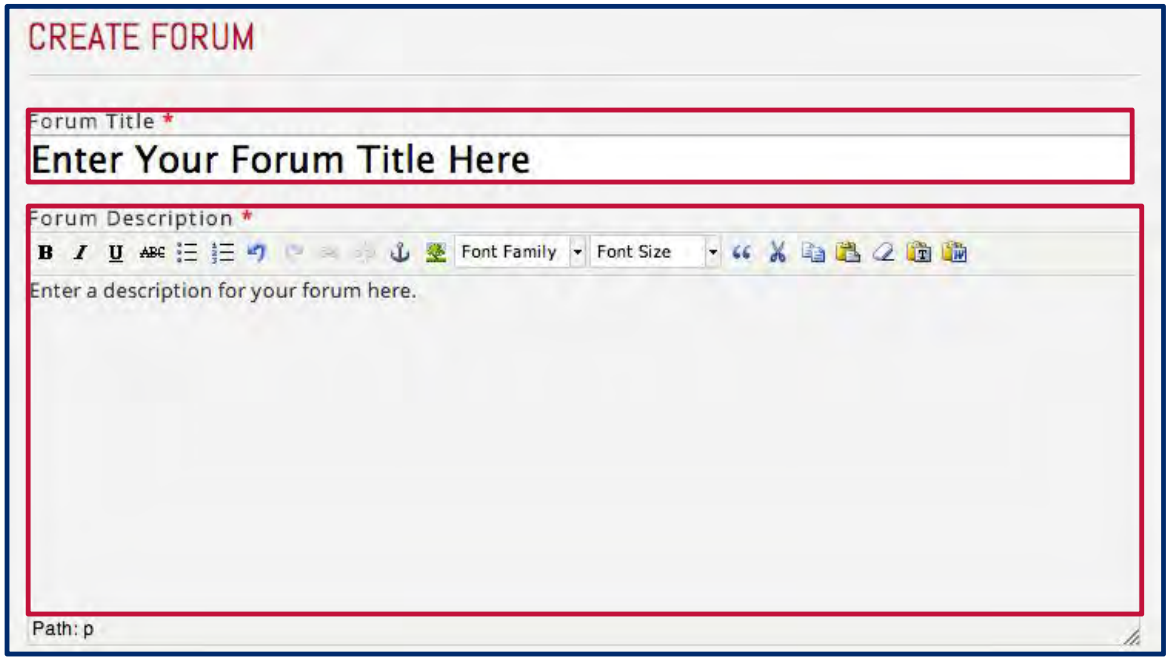
Step 2. To extend an item's expiration date, click the item from the list of library items. You will then see an **"Extend"** tab located above the description (like the "Edit" tab). Click on this tab, and then click the "Extend" button. The library content expiration date will now be extended for an additional year. ***Prior to extending content expiration dates, we encourage you to review the item to make sure it's still relevant.***

You will then be **notified** that your library content has been extended for **365 days**.

ADDING A FORUM

Step 1. Click on **Add a Forums** to add a forum to your working group. ***Please note: you do not need to have a forum in your working group, however if you choose to add a forum you may do so. Once you create your forum, other members can add forum topics for discussion.***

Step 2. Enter the **Forum Topic Title** and description into the **Forum Description.**



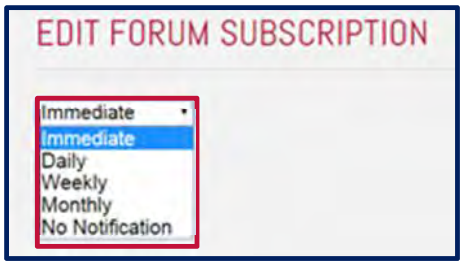
Step 3. Click **Save** (not shown).

SUBSCRIBING TO A FORUM

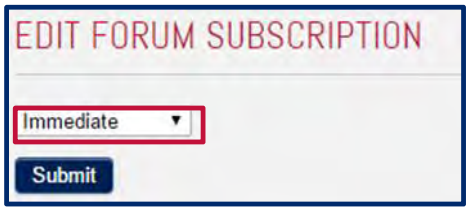
Once you have selected a forum, you will be taken to the Forum Topic view.

Step 1. Click on **Subscription** to subscribe to the forum you selected.

Please Note: As moderator, it is mandatory to subscribe to your working group's forums, so you can better manage the working group forum topics. Once subscribed you will receive a notification when a new forum topic is created or a comment is posted in that forum. To see how many people are subscribed to your forum(s), contact your Page Backstop.

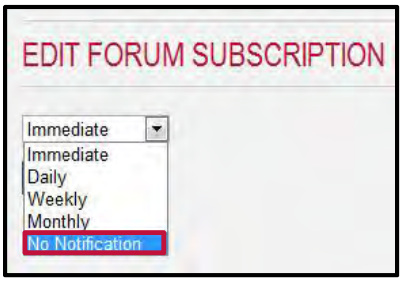


Step 2. Use the dropdown to select how often you receive notifications.



Step 3. Click **Submit** to subscribe to the forum.

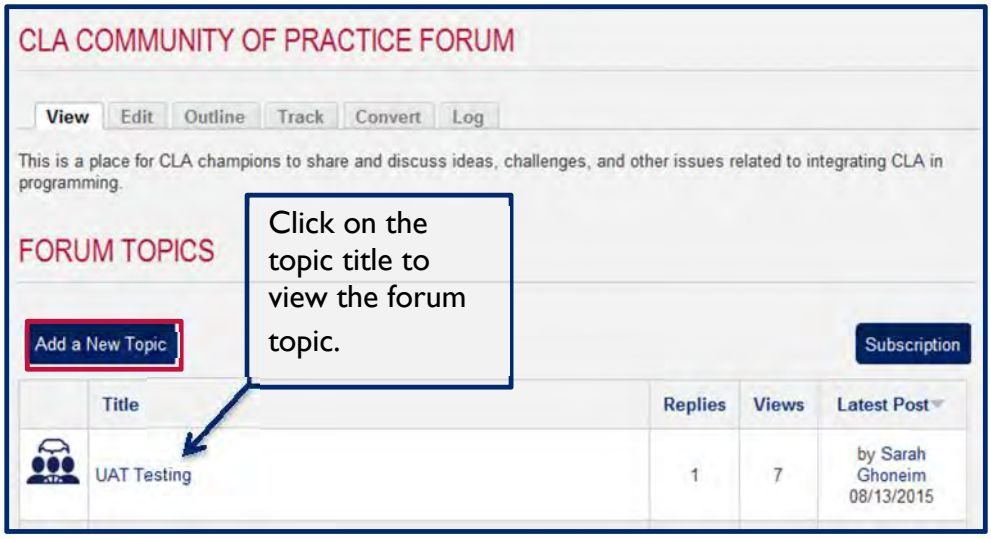
To stop receipt of notifications, select the **No Notification** option from the edit subscription dropdown menu, then click Submit.



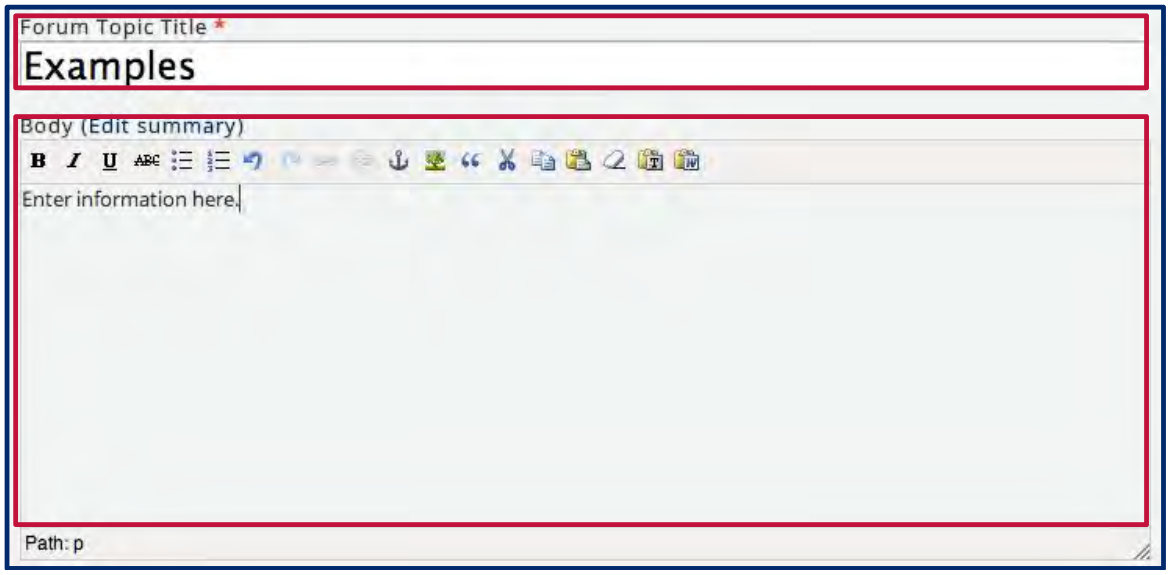
ADDING A FORUM TOPIC

Once you have selected a forum, you will be taken to the Forum Topic view.

Step 1. Click on **Add a New Topic** to create your own forum topic.



Step 2. Enter the **Forum Topic Title** and description into the **Body.**



Step 3. Click **Save** (not shown).

ADDING A BLOG

Step 1. Click on **Add a Blog** to add a blog to your working group. ***Please note: you do not need to have a blog in your working group, however if you choose to add a blog you may do so. Once you create your blog, other members can add comments to the discussion. You can create blogs for other working group members to share experience and examples, or have group members "guest author" blogs within the group.***

Step 2. Enter the **Blog Title** and type the Blog text into the **Body.**

Step 3. Click **Save** (not shown).

CLOSING DOWN A WORKING GROUP

Some working groups will be set up for a specific time period and closed down when the objective is met. Others will continue as long as the members are using it for its intended purpose. Working groups will be assessed periodically to determine whether they have been active or remain relevant to members. The Page Owner should meet with the Page Backstop to revisit the original purpose of the group and determine whether it makes sense to close the working group down, or re-scope and refresh the strategy.

If a working group is no longer needed:

- ☐ Identify content in the working group space that is appropriate to share with the broader ProgramNet audience.
- ☐ Draft a closeout message for members.
- ☐ Capture conversations to inform analytics and content development for the broader site.
- ☐ Site admin will "un-publish" the working group from site. Remaining content will be deleted.

ANNEX B: TRANSITION WORK PLAN

MEMORANDUM OF UNDERSTANDING (MOU)

between dTS (Development and Training Services, Inc.) and Dexis Consulting Group.

The purpose of this MOU is to outline the USAID PCC Contract transition plan to the USAID LEARN Contract, including the expected activities to be carried out during the no-cost extension period by both parties.

Background

The objective of the Program Cycle Capacity (PCC) contract is to support Agency-wide capacity building efforts led by the Bureau for Policy, Planning and Learning's (PPL) Office of Strategic and Program Planning (SPP) and Office of Learning, Evaluation and Research (LER) by leveraging ProgramNet and other technologies in implementing USAID's Program Cycle reforms. ProgramNet is a web-based collaborative platform devoted to sharing knowledge, experience, best practices, Agency policies and guidance to promote learning and application of the Program Cycle.

ProgramNet operates in an ecosystem of Program Cycle capacity building support that includes authoritative guidance, events, outreach, tools, training and technical assistance for USAID missions and bureaus. It continues to evolve as a demand-driven, peer-based, sustainable online space whose success relies on the degree and quality of member engagement. ProgramNet's effectiveness is reflected by the extent to which it is adopted and utilized by USAID staff based on relevance, functionality, accessibility, applicability and timeliness.

The current contract will end on November 30, 2015.

Current Staffing Structure & Responsibilities

The PCC team is comprised of the following staff members

Molly Goodwin-Kucinsky, Program Manager. Responsible for day-to-day communications with the contract COR and Activity Manager, home office, general team coordination, and general page backstopping. In addition, Molly is the MyUSAID, USAID Learning Lab, and Program Cycle Network liaison.

Brianne Sanford, Knowledge Manager. Her direct responsibilities include: Program Cycle Working Group, Project Design Working Group, Analytics, Administrator's Leadership Council (ALC) Metrics, 2nd Generation Conversation Space, the CDCS Working Group, and general page backstopping.

Sarah Ghoneim, Knowledge Management Associate. Sarah's main tasks include: AIDtracker Plus Working Group, ProgramNet Interactivity/Champions, ProgramNet Manuals and site FAQs, About ProgramNet Page updates, POC list and Page Owner's Working Group membership management, as well

as general communications (homepage slider, Featured Events and Editor's Picks, new member emails, ProgramNet one pager, copy-editing for How-To and Technical Notes), and general page backstopping.

Knowledge Manager[1]. This position's main responsibilities are but not limited to, e-Event Support, and ProgramNet Yearly Member Survey.

Mahbub Sarwar, Events Manager. Mahbub responsibilities are: e-Events & After Action Reviews, ProgramNet Update, Policy Pulse Coordination, PPL Communications team meetings, tracking Program Cycle questions on MyUSAID, and general page backstopping.

Ford Tordiff, Site Administrator. Ford supports the Web Administration & Development, and is the primary contact between the PCC Contract and the USAID CIO's Office.

Cecilia Ciepiela, Technical Director. Cecilia provides Senior Technical Support and is responsible for the production of the PCC Contract Final Report.

A comprehensive division of tasks is outlined in the attached Annex A, Staff Titles and Responsibilities.

No-cost Extension - Period of Activity is September 30 - November 30, 2015

During the no-cost extension period, the USAID PCC Contract will continue to support the transition over to the USAID LEARN Contract as well as complete ongoing activities as directed by the USAID PCC Contract COR.

dTS will

- Have Brianne Sanford working on a full-time basis during October and part of November, providing overall support to the project and assisting with analytics as well as training her counterpart on the USAID LEARN Contract and participating in the team retreat. **Brianne's total level of effort (LOE) is up to 278 hours.**
- Keep Devis to carry out IT related support through the services of the site administrator during the months of October and November with up to 65 hours.
- Have subcontractor Devis complete the security audit comprised of:
    - Audit system based on NIST 800-53 Rev 4.
    - Interview selected staff to validate controls are in place.
    - Input data into system of record, currently CSAM.
    - Generate Authority To Operate (ATO) memo (response and assistance to final outside auditor).
    - Generate Plans of Actions & Milestones (POAMs) (response and assistance to final outside auditor).

[1] This position if currently being recruited for.

- Tasks 4 and 5 will be achieved in coordination with the Chief Information Officer for ATO and the COR.

- Advise LEARN on the development on the CY2016 site release plan. Devis will support the ongoing site administration by:
  - Monitoring ProgramNet mailboxes;
  - Supporting day-to-day research and site configuration;
  - Facilitating PCC closeout activities as needed;
  - Providing ongoing guidance for ATO updates and taxonomy updates.

- Finalize the disposition plan upon consent of the PCC COR.
- Provide the services of Cecilia Ciepiela to participate during the retreat scheduled for October 9, 2015 at the Engility offices in DC.

Dexis will:

- By November 1, process renewals for the following accounts currently used by PCC, including:
  - Survey Monkey
  - Constant Contact
- Have Molly Goodwin-Kucinsky serve as Deputy Program Manager and perform her role as outlined in her new and approved statement of work.
- Have Sarah Ghoneim serve as Knowledge and Information Specialist and perform her role as outlined in her new and approved statement of work.
- Have Maciej Chmielewski serve as Acting ProgramNet Program Manager and perform his roles as outlined in the new and approved statement of work.
- Conduct weekly/monthly
  - ProgramNet team meetings
  - Management meetings
  - ProgramNet/Learning Lab Meetings
  - MyUSAID Meetings
  - Page Owner Meetings r
- Perform all page management duties as outlined by all Dexis/Engility new and approved statements of works.
- Support the Program Cycle engagement planning as needed.
- Deliver the monthly ProgramNet Update newsletter and coordinate content for the monthly Policy Pulse newsletter.
- Coordinate any How-tos/Tech-notes as needed.
- Coordinate and deliver any staff demos as needed.

Piers Bocock, Chief of Party
USAID LEARN Contract
Date: 9/21/2015

JOSEPH LOMBARDO ~~Mark Ketcham~~, President
Development & Training Services, Inc.
Date: 9-25-15

Post-PCC Workplan Recommendations:

Annex B in the Final Report details the anticipated tasks to be performed during the next two quarters.

ANNEX C: INTERACTIVITY FRAMEWORK

Profile	Why do you go to ProgramNet	What do you do on ProgramNet	Comments/Assumptions
Champion	• To encourage members to use the site instead of email	• Reach out, inform and invite	Does not necessarily represent online engagement behavior that we can measure
POC/SME (Conveners)	• Manage content • Control quality • Build Program Cycle capacity • Foster online communities and collaboration • Respond to questions with authoritative answers	• Review content • Respond to questions • Develop FAQs • Publish a Blog • Establish a Forum • Establish a Working Group • Scope/facilitate Webinars	This is expected behavior of authoritative and dedicated content/page managers that members cannot do
Community of Practice (actively participates as member of a community)	• Want a place to "meet" • Want to find others with common issues to solve a problem or meet a requirement	• Profile updated, with photo • Member of working group • Contribute as guest blogger • Participate synchronously • Communicate multi-directionally with mission staff, not just mission to Washington	Continuous active, and often **synchronous, multi-directional engagement *on* the site**
Collaborators (engages with peers for feedback or input)	• Want feedback on a document • Providing input on a document	• Subscribe to a Forum • Participate in a Peer Review • Engage in a threaded online conversation	***Two-way behavior among peers through the site***, synchronous or asynchronous
Contributors (shares information)	• Want to share what they are doing • Want to express an opinion or idea • Requirement to upload (e.g., PADs)	• Upload content (documents, video, audio) • Add tags to content • Respond to surveys • Comment on someone else's blog • Reply by email • Offer feedback to PN team or management • Like • Share	***One-way engagement to*** the site, generally asynchronous
Collectors (seeks information)	• Clicked through from ProgramNet Update • Interested in events or what's new • Looking for a tools or templates rather than creating a new one • Need an answer to a question • Want to see what other missions are doing, best practices • Compliance/meet a requirement	• Download content (documents, video, audio) • Read blogs • Listen to audiocasts • Watch video • Read online forums • Read comments • Obtain event information	**One-way engagement *from* the site,** generally asynchronous

	• Don't want to spend time looking on a lot of different sites • Item is only available on ProgramNet • Was referred to ProgramNet in response to a question		
Inactive		• Has a member profile but has not logged in	We need a targeted outreach effort for this group

ANNEX D: KUDOS

Quote	Source
I would like to thank you all for the excellent work you have been doing under the PPL Bureau. Your innovative activities through webinars and the development of standardized Mission Orders have hugely facilitated our work in Missions. Also thank you for sharing the PADs.	General site feedback
I LOVE everything about ProgramNet. I have been with USAID for 24 years and it is the best resource the Agency has produced.	2015 ProgramNet survey
I love ProgramNet and use it all the time. I think it's the best thing PPL is doing.	General site feedback
ProgramNet Webinars are awesome!	Webinar comment
What a great model of Capacity Building!	Webinar comment
Thanks once again for the fantastic support from the ProgramNet team! You are amazing.	General site feedback
Congratulations on the platform - the webinar this morning about DRG Integration was very impressive. Everything went smoothly from the audio to the slides. My favorite was the polling feature b/c it was updated in real-time... So congratulations!	Webinar comment
I always enjoy the PPL webinars - they are so well done! I just wish I had time to participate in more meetings...	Webinar comment
Congratulations on the new Home Page layout. It is cleaner, simpler, and more visually appealing. Bravo!	After 2014 Homepage Upgrade
Just wanted to say that your Page Owners guides are fantastic. You did a great job!	Page Owner feedback
I'm going through this, and it is really one of the best resources I've come across at USAID thus far. Thanks so much -- will be using it heavily!	Feedback from new staff
Thank you very much to the ProgramNet team for working hard with me on this webinar. The experience was pleasant and I look forward to working with you again.	Webinar comment
It's a great learning resource.	2014 ProgramNet survey
I think the information and sharing is terrific. I just wish OAA had such a site - and have told them so.	2014 ProgramNet survey
I love the quality of the materials, and that I can always find information on Agency requirements, policy developments. I think this is an outstanding resource.	2014 ProgramNet survey
I like the potential for collaboration with other offices.	2014 ProgramNet survey
When I go into Program Net, I learn what's going on in the Agency.	2015 ProgramNet survey
Webinars I listened helped me upgrade my knowledge and apply it to my everyday work.	2015 ProgramNet survey
It is my first go to place for anything related to program design.	2015 ProgramNet survey
When I have a question on Project M&E plan, I would look for answers in ProgramNet first.	2015 ProgramNet survey
I frequently refer to the resources on ProgramNet when I'm looking for authoritative information on a Program Cycle-related topic.	2015 ProgramNet survey
While we were working on the PMP draft, ProgramNet was a great resource to find guidance, templates and PMP samples.	2015 ProgramNet survey
My first time participating in PAD development I downloaded a PAD to see what other missions had done. I find ProgramNet very useful for finding examples of docs that have been approved by the Agency.	2015 ProgramNet survey
ProgramNet is very user friendly and comprehensive.	2015 ProgramNet survey
Excellent search function. Great support from the ProgramNet team in terms of its technical capabilities as well as thoughtful engagement from PPL and others on how to leverage it appropriately.	2015 ProgramNet survey
The team that supports ProgramNet is great. Very responsive!	2015 ProgramNet survey

ANNEX E: ADMINISTRATOR'S MANAGEMENT IMPRVEMENT AWARD

Administrator's Management Improvement Award (Revised 10.10.13)
Nomination for Administrator's Management Improvement Award: The ProgramNet Team

USAID Forward and USAID's integrated Program Cycle represents the largest effort at Agency-wide reform in over a decade. Undertaking reform of this magnitude – across USAID's many diverse and dispersed operating units around the world – requires a multi-pronged change management strategy focused on building the capacity of USAID staff to implement the new business model. A core team within PPL's Office of Strategic and Program Planning (SPP) has been at the forefront of this effort, developing alternative approaches to sharing knowledge and leveraging the skills and expertise of USAID staff from across the Agency in a broad-based effort to build lasting change and improve operational efficiency and impact.

Responding to overwhelming Mission demand for examples, tools, and time-saving techniques to help them implement the Agency's ambitious reform agenda, the team designed and rolled out the ProgramNet website in 2012. The team conceived the site as the Agency's internal platform for sharing lessons and experience from the Program Cycle – strategic planning, project design, monitoring, evaluation and learning reforms – to illustrate the new Agency policies in action. More than a website, the site provides a virtual space for USAID development professionals from across the globe to connect in real-time and share what is working and what could be improved to increase the effectiveness of USAID development programs.

Over the past year, the ProgramNet Team has led a remarkable effort to leverage ProgramNet as the home of the Agency's collective knowledge on Program Cycle implementation to support change management across the Agency. Through a targeted and sequenced engagement strategy, beginning with Program Officers in the field and emanating out to technical officers and Mission leadership, the team has steadily grown the site from 200 users to nearly 2,000 in just over a year, averaging over 150 new users each month in the first half of 2013. The site now includes participants from every USAID overseas mission and nearly all Washington bureaus and independent offices. The site is also backed by a growing network of subject matter experts from within PPL, regional and pillar bureaus who are available to answer questions, facilitate discussions and learn from field experience – providing a model for intra-Agency collaboration.

Reflecting this Administration's commitment to innovation and evidence-based development, the ProgramNet team drew on survey data collected from hundreds of Agency staff and careful analysis of site usage statistics to develop a workplan to respond to areas of greatest capacity deficit. The Team collaborated with stakeholders from across the Agency to develop an innovative suite of new tools and approaches – from "How-To Notes" to webinars – to share the latest lessons from the field on in-demand topics. This outreach has involved close coordination with regional and functional bureaus,

engaging subject-matter-experts from across the Agency and partnering with them to help reach key change agents in field Missions. As a result of this targeted engagement, the number of document downloads nearly doubled in just the last quarter of FY13 alone (from 275 to 482). This dramatic increase heralds the beginning of an important transformation in Agency culture towards collaborative knowledge sharing and learning across Missions. This cultural shift is reinforced by another growing trend: a steadily increasing percentage of content has been added by field users, providing new opportunities for direct peer-to-peer learning. This new and innovative platform is now the authoritative location for Agency-wide knowledge and collaboration on Program Cycle implementation, supporting critical objectives of USAID's ambitious reform agenda.

Reflecting the Team's commitment to cost-effective learning tools, the Team developed and released the Program Cycle online module and interactive case study to update Agency staff who previously took core training courses pre-dating the reforms, or for those staff who could not afford the time or expense to travel to Washington to participate in formal training courses. The course has now been taken by over 1,000 Agency staff and a modified version has become a requirement for all Agency CORs to maintain certification, representing a tremendous cost savings for USAID.

Similarly, the team has championed the use of e-learning and webinar technology to engage field staff from around the world to disseminate lessons, increasing the productivity and efficiency of Washington and field staff and resulting in significant economies of operation. For example, a series of webinars by the Agency's gender advisor reached nearly 200 people in over 40 missions around the world: unprecedented reach and real-time engagement that would not have been possible through more traditional methods. During Washington consultations, one field officer noted, "Webinars are the best thing Washington is doing right now." In a presentation to the Administrator following the "soft launch" of ProgramNet at the Worldwide Program and Project Development Officers' conference, he heralded the platform as model for other change management and knowledge sharing initiatives in the Agency.

The information being shared on ProgramNet is directly influencing results on the ground. To share one concrete example: The SPP team recently completed updates to ADS 201 (on planning), including a new section on focus and selectivity to increase the impact of USAID development resources. Several Missions then adopted innovative approaches to geographic focus in their CDCSs, including Uganda, Malawi, and Guatemala. ProgramNet hosted a webinar - with nearly 30 participants from around the world - to highlight these examples, and posted the recording and background materials on the site. Inspired by this experience, the Kenya Mission sent several staff to Uganda to learn about "district operational plans:" a unique approach to integrated development at the local level. The lessons emerging from that trip were then shared back on ProgramNet, and in turn led to updated FAQs on geographic focus to be shared with other Missions. This type of collaborative interchange was not possible even two short years ago, a testament to the ProgramNet team's innovation in harnessing technology to promote connectivity and efficiency, and enhance aid effectiveness.

The ProgramNet team's leadership in working collaboratively across the Agency to develop innovative approaches to build Agency capacity to strengthen the discipline of development has resulted in significant impact on overall Agency efficiency and operations – both in Washington and in the field. In short, the effort of this team exemplifies the exceptional achievement that the Administrator's Management Improvement Award is intended to recognize. Their efforts have helped make USAID's

reforms real and provided a platform for field staff to engage with each other in how best to influence development outcomes.

ANNEX F: PCC ANALYTICS INDICATOR

Indicator	Data Source	Frequency
Site Membership		
# of users	User Spreadsheet	Daily
# of new users	User Spreadsheet	Daily
# of missions	User Spreadsheet	Monthly
# of new missions	User Spreadsheet	Monthly
Locations of users	User Spreadsheet	Monthly
User breakdown by backstop	User Spreadsheet	Monthly
Site Interactivity		
# of documents downloaded	Google Analytics	Monthly
# of occurrences of document downloaded	Google Analytics	Monthly
# of site visits longer than 10 minutes	Google Analytics	Monthly
# of site visits longer than 30 minutes	Google Analytics	Monthly
# of site visits less than 10 minutes	Google Analytics	Monthly
# of documents uploaded*	Google Analytics	Monthly
# of documents uploaded by field users*	Google Analytics	Monthly
Total number of library documents	ProgramNet	Monthly
Total number of site visits	Google Analytics	Monthly
# of users sessions in a single day	Google Analytics	Monthly
# of site comments	ProgramNet/Response Tracker	Monthly
# of site comments from field users	ProgramNet/Response Tracker	Monthly
# of comments that required a response	ProgramNet/Response Tracker	Monthly
# of comments that were responded to	ProgramNet/Response Tracker	Monthly
Average comment response time	ProgramNet/Response Tracker	Monthly
# of search terms	Google Analytics	Monthly
# of outbound links clicked	Google Analytics	Monthly
# of occurrences of an outbound link clicked	Google Analytics	Monthly
% of site visits that used search function	Google Analytics	Monthly
# of emails sent via ProgramNet/Notifications	Google Analytics	Monthly
Total page views	Google Analytics	Monthly
Total unique page views	Google Analytics	Monthly
# of PADS posted to working group	ProgramNet	Monthly
# of Mission Orders posted to ProgramNet	ProgramNet	Monthly
Referral sources	Google Analytics	Monthly
Events		
# of events	Events Spreadsheet	Monthly
# of participants	Event Reports	Every event
# of unique participants	Event Reports	Monthly
# of missions represented	Event Reports	Every Event
# of questions answered through webinars	Event Reports	Monthly
Positive Program Cycle quotes from survey data	Event Reports	Per Survey
Positive ProgramNet quotes from survey data	Event Reports	Per Survey
# of first-time webinar attendees	Event Reports	Every Webinar
% of people having improved subject matter understanding	Event Reports	Every Webinar
# of webinar recordings listened to**	Google Analytics	Monthly
Communications		
ProgramNet Update date	Constant Contact	Tri-weekly
# of sent	Constant Contact	Monthly
ProgramNet Update open rate	Constant Contact	Monthly
# of click-throughs	Constant Contact	Per update
# of unique click-throughs	Constant Contact	Per update
Policy Pulse date	Constant Contact/Jim Carey	Monthly

# of Policy Pulses sent	Constant Contact/Jim Carey	Per Pulse
Policy Pulse open rate	Constant Contact/Jim Carey	Per Pulse
# of ProgramNet click-throughs	Constant Contact/Jim Carey	Per Pulse

ANNEX G: PCC LOGICAL FRAMEWORK

Goal	Measurement	Verification	Assumptions
Strategic planning, project design, performance management, and learning & adapting processes are applied and embraced within the culture of the Agency.			
Purpose:	Purpose Measurement	Verification	Assumptions to Achieve Purpose
To leverage the ProgramNet platform to build the capacity of USAID Program Officers and other USAID staff to implement the Program Cycle.	Survey feedback from ProgramNet users who affirm that the website improved their knowledge, skills and abilities regarding the Program Cycle.	Survey	Using ProgramNet to access information, resources, guidance, and engage in peer-to-peer knowledge exchange will supplement the broader Program Cycle Capacity building efforts.
Outputs	Outputs Measurement	Verification	Assumption to Achieve Outputs
Increased membership and usage of ProgramNet among USAID staff (and Program Officers in particular).	1. Number of ProgramNet members (disaggregated by country /region/ backstop/seniority). Drive to increase membership to 1,275.[1] 2. Average number of clicks on ProgramNet by members. 3. Number of users of collaborative technologies on ProgramNet.	1. Web analytics 2. Web analytics	Demand for ProgramNet among USAID staff rises as the availability of information and collaborative opportunities on the site increases, building the capacity of USAID staff to implement the Program Cycle by sharing information and best practices.
Activities	Activities Measurement	Verification	Assumption to Achieve Activities
Contribute to the development of an annual work plan for driving traffic to the site, increasing user participation, and prioritizing and staging content & facilitated events.	Completion of work plan.	COR approval of work plan	Website moved within USAID and implementation guide completed.
Implement campaign to drive traffic to the site and increase participation by users.	Completion of membership drive to increase membership to 1,275.[2] 1. Number of members (disaggregated by, country/region/backstop/seniority). 2. # of views of different content types. 3. # of click-throughs from communications. 4. Number of subscribers to ProgramNet update. 5. rate of comments/ question & responses increases. 6. # of non-proprietary documents or resources posted.	Observed completion Member Profiles	Membership has increased to 1,172 from 309 the week the site moved behind the firewall. Increase in membership shows that more people are using the site to gather information on implementing the Program Cycle. Additionally, measuring the number of comments/questions as well as non-program cycle-related or non-mission resources, such as articles of interest, is an indicator that people are using the site to engage in deeper discussion, as opposed to simply fulfilling job requirements.
Develop, adapt and disseminate information products posted on the site (case studies, tools,	1. Number of Program Cycle products posted. 2. # of blog posts. 3. #of Forum threads started.	Information system Member Profiles	Making more information products, or resources available that help users better implement the Program Cycle will help build capacity in the field. Determining

[1] SPP budget presentation to the Front Office, "PCC Targets for the Second Half of FY13."
[2] SPP budget presentation to the Front Office, "PCC Targets for the Second Half of FY13."

Goal	Measurement	Verification	Assumptions
newsletters, FAQs, audio interviews, webcasts, podcasts, etc.).	4. # of Library documents uploaded. 5. # of posts by Agency leadership 6. Number of downloads from the site. 7. Number of How-To/Technical Notes supported (target 15).[3]		whether policy makers are posting and sharing is an indicator of the site being used by staff at various levels. If more senior staff is using the site, it may mean the site is being regarded more seriously.
Promote collaboration sharing and among USAID staff on the site on Program Cycle implementation.	1. Number of facilitated events on site (target is 12).[4] 2. rate of comments & question increases. 3. # of documents or resources posted. 4. Distribution of member participation (contributors who also comment vs. contributors without comments vs. email-only members).	Information system Member activity log (need to see how to collect)	Increased collaboration and sharing can be assumed if more people are loading documents and commenting/asking questions on posts.
Capture, index and post Mission examples of Program Cycle Implementation (CDCSs, PADs, PMPs, etc.).	1. Number of Mission-proprietary documents posted on the site. 2. Number of downloads from the site.	Information system	When Missions post their proprietary documents, there is more opportunity for peer-to-peer learning and dissemination of best practices.
Maintain, upgrade and expand website and infrastructure.	1. Number of change requests completed and submitted to CIO. 2. Number of specific fixes implemented.	Completed Change Requests	Upgrades to the site will be made over time.

[3] SPP budget presentation to the Front Office, "PCC Targets for the Second Half of FY13."
[4] SPP budget presentation to the Front Office, "PCC Targets for the second half of FY13."