



USAID
FROM THE AMERICAN PEOPLE

Learning to Change/Changing to Learn: A few examples from the Microenterprise KM program

OCIO KM Reference Group
March 17, 2010

Stacey Young, PhD
Senior Knowledge Management Advisor
EGAT/PR/MD

The challenge

You live and learn. At any rate, you live.

– *Douglas Adams*

They always say time changes things, but you actually have to change them yourself.

– *Andy Warhol*

EGAT/PR/MD: Two phases of KM investment

Phase 1 – AMAP Knowledge Management & Communications:

- Task order under AMAP IQC
- Supported the technical work of 9 prime contractors and their subs
- 2003-2008

Phase 2 – Knowledge-Driven Microenterprise Development:

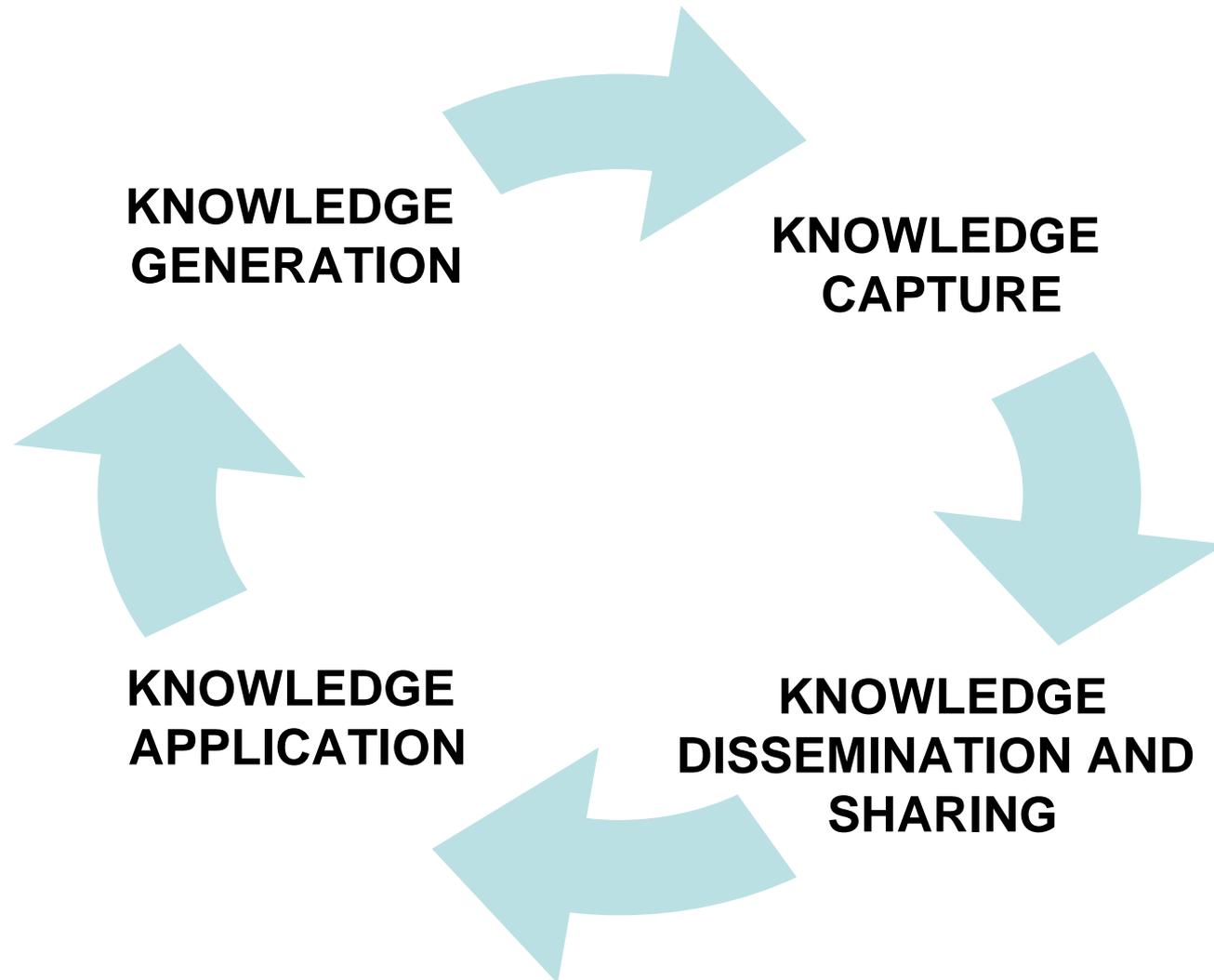
- Standalone contract (allows buy-ins)
- Supports entire office portfolio
- Supports technical work, through buy-ins, from EGAT/EG, EGAT/AG, EGAT/DCA, EE/DGST, Jamaica, M/ODP
- 2008-2013 (ceiling issue!)

Objective: Improve microenterprise development practice

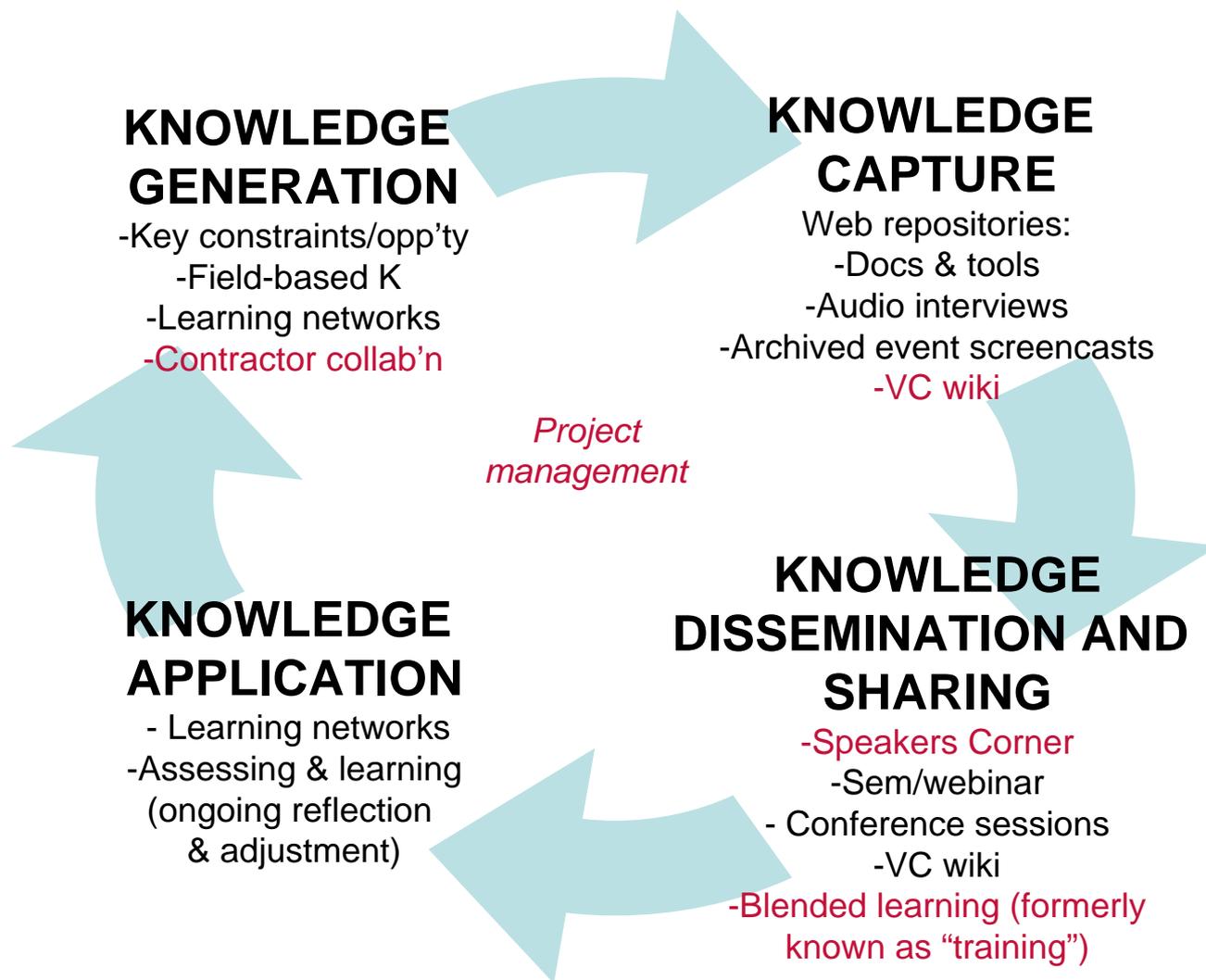
Approach:

- Target knowledge generation to key constraints and opportunities
- Capture knowledge in ways that are easily digestible, including tacit/experiential knowledge
- Create opportunities for industry-wide K-sharing: connect people to each other and to MED innovations
- Focus on adaptation, application and spread of innovation by others

The Knowledge Cycle: continuous learning, interactive sharing, iterative course correction



The Knowledge Cycle: some techniques from AMAP & KDMD



MD office embraces learning

Then...

“Stacey manages our knowledge”

Partners hoard and compete

Learning is an afterthought

Deliverable = report

No time to share

...Now

“We all have a role”

Partners collaborate (required
→ win-win)

Learning structured into
assistance agreements

Deliverable = sharing

No time to lose

But anomalies recur

- The learning network that wasn't
- The wiki that isn't
- “KDMD? What KDMD?”

Lessons

- Champion, and mandate
- Start with early adopters; leave the skeptics 'til last
- Pilot, pilot, pilot
- Build on successes and leverage competition
- Actively seek feedback, and incorporate it
- Develop clear processes

- Our work here is never done

Office XX wants to change their traditional training

Current model:

Week-long

Washington DC

Talking heads & some case study work

Thank you & goodbye

Problems:

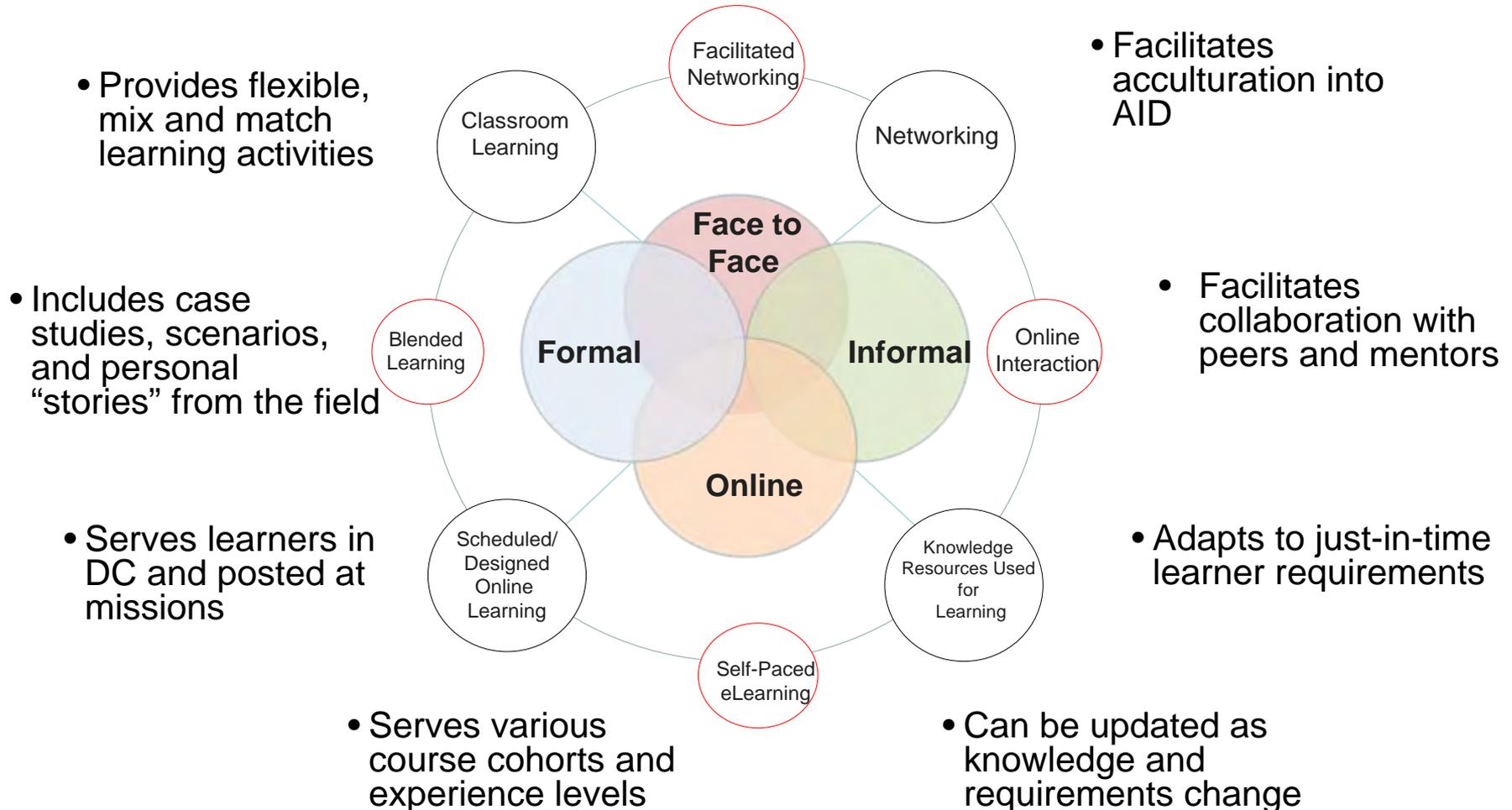
Hard to get approved for a week in DC

Boring format

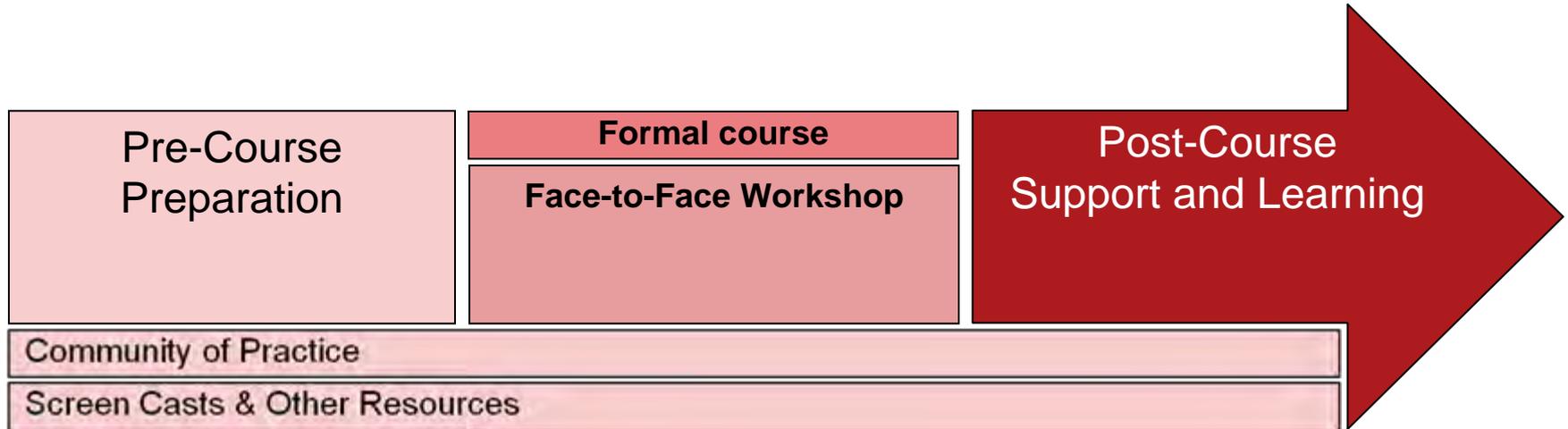
No follow-up, no network of colleagues

Office XX Continuous learning: components

- Aligns with organization-defined competencies



Office XX continuous learning model: phase 1

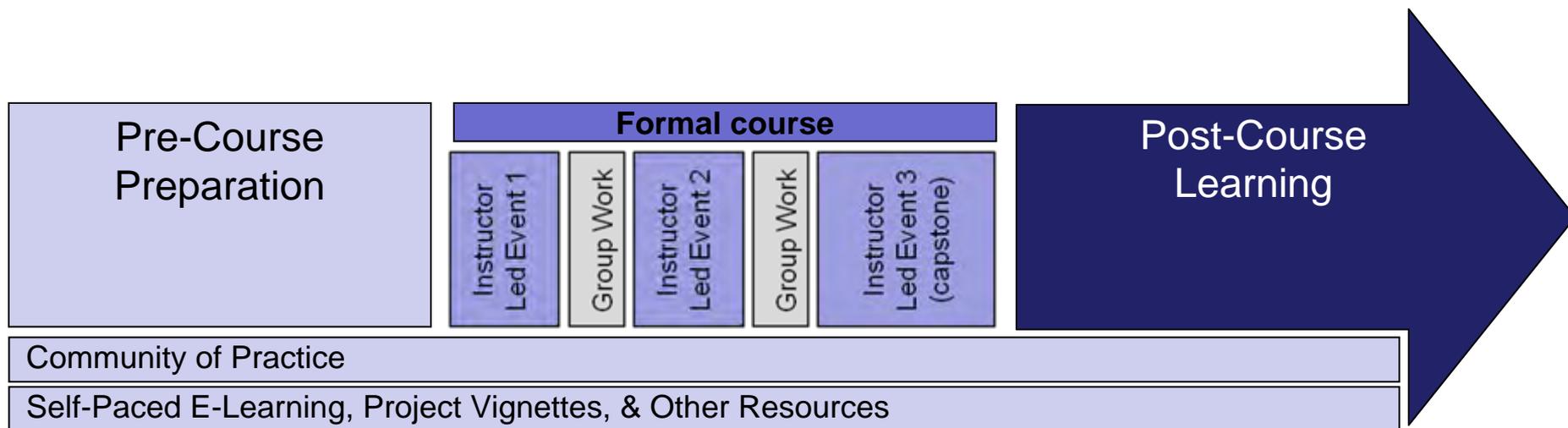


- Review of selected screen casts that include self-evaluation questions
- Establish facilitated class COP and hold discussion to evaluate prior knowledge/initiate networking

- Similar to current delivery, but align content with selected pre-work
- Traditional 1 week timeframe
- Introduce lunchtime or evening discussions with peers/experts for remediation and expansion of learning

- Continue COP for follow-up questions, resource sharing and discussion
- Provide complete library of screen casts from Phase 0 for refresher purposes

Office XX continuous learning model: phase 2



- Deliver e-learning versions (including more robust interactions) of larger portions of current curriculum, mapped to performance objectives
- Deliver field project vignettes
- Continue facilitated COP, guide learners into appropriate pre-work

- Segment live component into shorter, activity-based events held face-to-face or online.
- Between events, provide group workspace for activity collaboration.
- Extended timeframe

- Merge class cohort into larger COP for DLIs/xx Backstop
- Devise targeted events (e.g. Speaker's Corner) based on COP topics of interest
- Build xx Wiki if feedback shows audience need

Change is slow (and bypasses some altogether)

- More week-long, all-F2F events scheduled with no follow-up
- Some trainings falling outside buy-in altogether
- There's a COP unconnected to trainings; there are trainings without COPs
- Entrenched view that screencasts = “course” – our first step is their end state

Lessons

Need senior management mandate: stick as well as carrot

Need energetic, persistent champion

It's hard to impose, through planning for KM/learning activities, cohesion that is absent in general

Basecamp project management tool

The QED Group, LLC: Projects - Windows Internet Explorer provided by USAID

https://kdmd.basecampHQ.com/clients/733270

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Late & Upcoming Milestones

1 day late: [Update Accrual Pipeline](#) [The QED Group, LLC | KDMD Accruals (Core and Buy-Ins) | Jennifer Gore]

13 days late: [Submission & Distribution of Final Learning Product](#) [USAID | microRISK Alliance GUC Facilitation Team | The QED Group, LLC]

22 days late: [Draft of joint knowledge product & dissemination strategy](#) [USAID | microRISK Alliance GUC Facilitation Team | The QED Group, LLC]

29 days late: [Update Accrual Pipeline](#) [The QED Group, LLC | KDMD Accruals (Core and Buy-Ins) | Thom Sinclair]

36 days late: [Final Workshop report](#) [USAID | microRISK Alliance GUC Facilitation Team | The QED Group, LLC]

[Show all 8 late milestones](#)

Due in the next 14 days

Tue	Wed	Thu	Fri	Sat	Sun	Mon
TODAY March Check-In Meeting						

The QED Group, LLC — KDMD Accruals (Core and Buy-Ins)

Milestone	Update Accrual Pipeline	Completed by Thom S.	Yesterday
File	KDMD ALL Accrual Fin Pipeline 033110.xls	Uploaded by Thom S.	Yesterday
File	KDMD Pipeline Budget Core 120809.xls	Uploaded by Stacey Y.	12 Mar
File	KDMD ALL Accrual Fin Pipeline 123109.xls	Uploaded by Tom S.	22 Dec
Milestone	Update Accrual Pipeline	Completed by Tom S.	18 Dec



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Your projects

- [Activity Reports and AARs](#)
- [A&L Learning Network Study](#)
- [A&L Literature Review](#)
- [After Hours Seminar Series](#)
- [Aq Buy-in General Current](#)
- [Aq Buy-in Historical](#)
- [Aq KDMD Buy-in Financial Information](#)

Local intranet 100%

Start 14 Micr... 2 Intern... 2 Windo... 2 Micras... OCIO KM... styoung 2:06 PM

Learning Network project on Basecamp

New Partners in VC GUC and GROOVE LN > Overview - Windows Internet Explorer provided by USAID

https://kdm.basecampHQ.com/projects/3497935/log

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New Partners in VC GUC and GROOVE LN > Overview

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New Partners in VC GUC and GROOVE LN USAID

Overview Messages To-Do Milestones Writeboards Files People Search

Project overview & activity

[New message](#) [New to-do list](#) [New milestone](#) [New file](#)

TUESDAY, 16 FEBRUARY 2010

[Comment](#) [Re: New Partners in VCD Semi-Annual Reports](#) Posted by Renee G.

MONDAY, 8 FEBRUARY 2010

[Message](#) [New Partners in VCD Semi-Annual Reports](#) Posted by Renee G.

[File](#) [Practical Action Semi Annual Report 1.doc](#) Uploaded by Renee G.

[File](#) [Conservation Intl Attachment Info Log.pdf](#) Uploaded by Renee G.

[File](#) [Conservation Intl Semi Annual Report 1.doc](#) Uploaded by Renee G.

[File](#) [CHF Semi Annual Report 1.doc](#) Uploaded by Renee G.

[File](#) [CARE Semi Annual Report 1.doc](#) Uploaded by Renee G.

WEDNESDAY, 13 JANUARY 2010

[File](#) [ExampleEmail.JoinVCWiki..New Member.docx](#) Uploaded by Jennifer H.

THURSDAY, 19 NOVEMBER 2009

[File](#) [The Groove Learning Framework.11.13.09.xls](#) Uploaded by Jennifer H.

[Message](#) [Feedback on Groove Quarterly Learning Journals](#) Posted by Jennifer H.

[File](#) [PracticalAction.QuarterlyLearningJournal.10.31.09.docx](#) Uploaded by Jennifer H.



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Stay up to date on this project

[Turn on email updates](#) to receive a daily digest notifying you of any to-do items or milestones that were added or completed in the last day.

Done Local intranet 100%

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vs. AMAP activity tracking tool

“Wouldn’t it be great to have a calendar that showed all AMAP project milestones, deliverables, knowledge-sharing activities, and personnel travel?”

Why it failed

- No needs assessment or feasibility study – driven instead by CTO
- Didn't start small and pilot
- Required duplicate effort (second calendar)
- Didn't meet needs of prospective users
- No change management strategy

Lessons

- Minimize hurdles – a log-in may be all that people tolerate (if that)
- Cultivate candor among partners so they'll tell you when your “great idea” needs some tweaking
- Never, ever “build it so they will come” – do your needs assessment

Wikispaces wiki for learning network

vclearningnetwork - home - Windows Internet Explorer provided by USAID

http://vclearningnetwork.wikispaces.com/

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vclearningnetwork - home

styoung My Wikis 8 My Account Help Sign Out wikispaces

GROOVE LEARNING NETWORK

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☆ home PAGE HISTORY NOTIFY ME EDIT

Welcome to The Growing Organizational Value Chain Excellence (GROOVE) Learning Network (LN)

We have created this wiki to serve as a virtual workspace for the New Partners in Value Chain Development Learning Network. You can use this space to share information and ideas, to consolidate and manage content generated by you and the group, and to collaborate on activities. Please "bookmark" this site (www.microlinks.org/vclearingnetwork) and remember to visit it regularly.

If you encounter any problems and require technical support, please contact [Brandon Szabo](#) or [Corbett Hix](#). If you have any questions about the content on this site, please contact [Jennifer Hansel](#).

As a member, you can review, edit and add text to the sections below. Navigate using the links in the right sidebar. To edit pages, click the "EDIT" tab at the top of each page. All basic editing can be done using the toolbar provided. Be sure to click "Save" on the editing toolbar once you have completed your edits.

About The Groove Learning Network and its Members

A Learning Network is a group of individuals engaged in a collaborative learning process who apply, generate, capture, and share knowledge, enabling participants to identify effective, replicable practices and innovations.

New Page
Discussion
Recent Changes
Manage Wiki
Search

HOME

QUICK LINKS
Learning Network Model
Functional Chart
Code of Conduct
Who's Who

Calendar
Kick-Off Meeting
Recap
Quarterly Learning

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Collaborative content generation and capture

Value Chain Development - microLINKS Wiki - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://apps.develebridge.net/amap/index.php/Value_Chain_Development

Log in / create account

Value Chain Development

Welcome to the Value Chain Development Wiki

These wiki pages codify good practice in value chain development, drawing from research conducted under the leadership of the USAID Microenterprise Development team by the ACIDI/VOCA AMAP BDS consortium and many other contributing organizations, academics and institutions. (Click here to see the [list of contributors](#).)

USAID's approach to enterprise development has evolved from facilitating markets for business services to a broader value chain perspective. The premise of USAID's new approach is that enterprise development can create wealth in poor communities and promote economic growth by sustainably linking large numbers of micro- and small enterprises (MSEs) into international, national and/or local value chains. To achieve this goal, the approach calls for linking small firms to economic growth opportunities, while ensuring both the incentives for and the capability to compete in and benefit from market participation. The [Key Elements of the Value Chain Approach](#) details the rationale and background for USAID's new approach to enterprise development.

The Value Chain Development wiki is a tool to engage and share experiences amongst peers; it will only be truly useful if people like you—who design, implement and support value chain development programs—contribute to it. Conceptually, the pages are organized around the structural and dynamic elements of the value chain framework and the project cycle, providing annotated links to relevant papers, tools and project examples. Please click here for [Navigation Tips](#).

The Value Chain Framework

The [Value Chain Framework](#) comprises the structure and dynamics of the value chain.

Share Your Feedback!

Contributing feedback is easy:

- Each page has a Discussion tab on the top.
- Click on the Discussion tab to contribute your comments on a page's content.
- Once in the Discussion space, click the Edit tab or + sign to add a comment.
- Add your comment below the one before it.
- Sign your comment using this code: ~~~~~.

Specifically, we would like to know:

- 1) If and how the material is relevant and useful for your work.
- 2) What is missing and how the content and presentation could be improved.

Please take our [brief survey](#) once you've explored the wiki.

Questions? Email us at vcwiki@microlinks.org

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microLINKS wiki

enterprise development

- Value Chain Development

knowledge and learning

- Learning Organizations Wiki

microlinks pages

- microLINKS Home
- microLINKS Enterprise Development

other sections

- Main Page
- Getting Started
- Sandbox Area

search

Go Search

toolbox

- What links here
- Related changes

Done

Global Business Enabling Environment Global

McAfee SiteAdvisor

start

Search Desktop

6:20 PM

Lessons

- One person's wiki is another person's pdf or hybrid
- Genuine problem of quality control and perceived endorsement
- Closed groups have fewer problems
- Does the tool fit the purpose?

Speaker's Corner: Knowledge exchange & peer assist on large(r) scale

ner 31: Increasing Incentives and Reducing Risks: How Value Chain Finance Can Incr - Microsoft Internet Explorer

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Search Favorites

www.microlinks.org/ev.php?ID=35834_201&ID2=DO_COMMUNITY

Bandwidth View: HIGH | LOW | guest (Read) CONTACT HELP SEARCH

microLINKS
MICROENTERPRISE LEARNING, INFORMATION
AND KNOWLEDGE SHARING

RESOURCES SHARING FUNDING EVENTS

EXPLORER

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- microLINKS Features and Products
- Speaker's Corner
 - Speaker's Corner 31: Increasing Incentives and Reducing Risks: How Value Chain Finance Can Increase Industry Competitiveness
- About the discussion host and facilitators
- Knowledge-Driven Development
- Communities
- Portal Pages

Speaker's Corner 31: Increasing Incentives and Reducing Risks: How Value Chain Finance Can Increase Industry Competitiveness

An online discussion on March 24-26, 2009 Print

microlinks home > about microlinks > microlinks features and products > speaker's corner > speaker's corner 31: increasing incentives and reducing risks: how value chain finance can increase industry competitiveness



**Increasing Incentives and Reducing Risks:
How Value Chain Finance Can Increase Industry
Competitiveness?**

www.microlinks.org/sc/valuechainfinance

March 24-26, 2009

Join us for this interactive dialogue on microLINKS and share your experiences, learn from others, and connect with other professionals in the field.

Just Finished: Thanks to all facilitators and participants for your contributions. Please browse below to review this discussion.

- **Scroll down to see all discussion postings in the forum, or read:**
 - The Forum Welcome Message by Janice Stallard.
 - Day 1: Value Chain Finance Summary by Janice Stallard.
 - Day 2: Welcome Remarks by Janice Stallard and Luis Jimenez.
 - Day 2: How can we promote sustainability? by Luis Jimenez.
 - Day 2: Building the business case for the value chain finance

Local

Participants share innovations, give and receive advice

(3 / 10)

RE: Increasing Incentives and Reducing Risks

[Geoffrey Chalmers](#)

Posts: 18

An interesting example we are exploring here in Mexico has to do with the role of info/communications technology (ICT) in achieving this: can we use an ICT platform to put the valuable information that buyers (in this case a mango packhouse) have about their suppliers, in a format that is useful for a lender, so the lender can easily access this information in order to assure them that a buyer has a "good" history (on time delivery, quality, repayment of buyer/supplier credit, etc). But regardless of how you go about it (at first, access to the information itself is the main hurdle,

They highlight tools and resources

OF DAY THREE: TOOLS & RESOURCES FOR VALUE CHAIN FINANCE: MicroLINKs - Microenterpris - Microsoft Internet Explorer

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/www.microlinks.org/ev.php?ID=37219_201&ID2=DO_DISCUSSIONPOST_LIST

Sort messages: Threaded with indentation Discussion 3 0

RE: SUMMARY OF DAY THREE: TOOLS & RESOURCES FOR VALUE CHAIN FINANCE by Ms. Anita Campion on 03/20/2009

Ms. Anita Campion
Posts: 28

To summarize, today we talked about tools and resources that are available or needed to facilitate value chain finance and development.

There were some new tools mentioned:

- . Drafts from a "writeshop" in Africa, which engaged actors from 13 value chains to document their experiences with value chain finance available at: <http://drop.io/chainfinance>
- . A Value Chain Wiki to be launched by USAID at AED's Conference Center in D.C. on April 13, 2009 and located at www.microlinks.org/vcwiki
- . Tools for Value Chain Development on MEDA's website at www.meda.org/WhatWeDo/ProductionMarketingLinkages/Resources/Publications.

Tools soon to be available:

- . A Guide for facilitating value chain finance in Spanish, by CATIE and RUTA, by the end of April, 2009. If you would like to receive a copy, contact Ruth Junkin at rjunkin@catie.ac.cr
- . Linda Jones and Calvin Miller of FAO are working on a VCF book that coalesces experiences of a broad range of practitioners / financiers from around the globe.

AZM is researching agricultural value chain finance in Honduras and

About microLINKS

microLINKS Features and Products

Speaker's Corner

Speaker's Corner 31: Increasing Incentives and Reducing Risks: How Value Chain Finance Can Increase Industry Competitiveness

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Financial Services resources

They find partnering opportunities

pleasure to see - people in energy, engineering and investment often do not, are far more conservative and are reluctant to put dreams of a poverty-free future into action.

If anyone would like to partner with us to deliver electricity to those who need it most, I am more than happy to hear from you.

Best regards,
Stewart

Tel China: +86 135 448 66026

Tel Aust: +61 424 793 485

Skype: barefootpower

Formatted by: Melissa Arnold-Martinez ::::::::::

And the discussions are available as a permanent resource

Address: MicroLinks- Microenterprise Learning Information and Knowledge Sharing (4.1.3 - Microsoft Internet Explorer

File Favorites Tools Help



www.microlinks.org/ev.php?ID=5531_201&ID2=DO_TOPIC

Disability and Economic Opportunities

Speaker's Corner 20: Microinsurance

Speaker's Corner 22: Becoming More Effective Learning Organizations

Speaker's Corner 23: Civil-Military Cooperation on Economic Recovery in Iraq and Afghanistan

Speaker's Corner 24: Staff Incentives

Speaker's Corner 25: Savings - The Forgotten Half of Financial Interventions?

Speaker's Corner 26: Outsourcing Options for Microfinance Institutions

Speaker's Corner 27: Economic Recovery Standards

Speaker's Corner 28: Microfinance and enterprise development: Effective tools to eradicate poverty?

[discussion postings and related resources.](#)

Speaker's Corner 25: Savings: The Forgotten Half of Financial Interventions? July 8-10 2008

While research shows that low income people save significant amounts (in cash or kind), savings remains neglected as a financial intervention. Hosted by Madhurantika Moulick of *MicroSave*, this Speaker's Corner discussed the demand and supply side of savings, with special attention for savings options in hard to reach areas. [Read the discussion postings and download savings resources shared by the participants \(text-only\)](#). Download the [Compilation Document](#).

Speaker's Corner 24: Staff Incentives: How to Make Them Work for You, April 15-17 2008

Staff incentive schemes (SIS) play a key role in a human resources strategy. Poorly designed systems, however, can quickly backfire and produce negative effects on staff motivation. [Read the discussion postings \(text-only\)](#) from this lively forum and download key resources shared by the moderators and participants.

Speaker's Corner 23: Civil-Military Cooperation on Economic Recovery in Iraq and Afghanistan, April 1-3 2008

Moderated by Mayada El-Zoghbi of Banyan Global and three guest facilitators, the forum discussed Provincial Reconstruction Teams and other forms of civil-military cooperation in Iraq and Afghanistan. [Read the discussion postings and access resources \(text-only\)](#) shared during the forum.

Speaker's Corner 22: Becoming More Effective Learning Organizations, March 2008

This three-day online discussion, hosted by Jan Maes, Sara Naab, Lucho Osorio, and Sybil Chidiac, built on the experiences of four microenterprise development organizations that embarked on a path to become more effective in their sharing of knowledge and learning. [Read the discussion postings and access resources \(text-only\)](#) shared during the forum.

Speaker's Corner 21: Protecting Livelihoods in Conflict and Fragile States, January 2008

The USAID Poverty Frontiers Website, www.povertyfrontiers.org, hosted a Speaker's Corner on [Protecting Livelihoods in Conflict and Fragile States](#). The forum, held January 22-24, was moderated by Laura Hammond, Lecturer in Development Studies at the University of London's School of Oriental and African Studies. Click [here](#) to read a five-page Summary Report written by Laura Hammond on the main themes and ideas shared during the Speaker's Corner. You can also read the discussion postings and download related resources, including a

Why is Speaker's Corner so popular?

- Easy: participate via email
- Topical
- Knowledgeable & well-known moderators, KDMD preps them for role
- Time-bounded
- Builds on people's desire to connect

Contact info & URLs

Stacey Young, PhD Senior Knowledge Management Advisor
tel. (202) 712-1182 styoung@usaid.gov

microLINKS -- Knowledge-Driven Microenterprise Development

www.microlinks.org

Poverty Analysis

www.povertyfrontiers.org

Economic Growth Learning Center

www.eglearning.org

African Diaspora Marketplace

www.diasporamarketplace.org

COMING SOON:

Knowledge-Driven International Development

www.kdid.org

Social Transitions

www.socialtransitions.org

Agri-LINKS

www.agri-links.org