

# Semi-Annual Report

May 2012 – November 2012



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# ACRONYMS

<b>A&amp;L</b> Assessing & Learning	<b>EGAT</b> Bureau of Economic Growth Agriculture and Trade
<b>AAR</b> After-Action Review	<b>EGLC</b> Economic Growth Learning Center
<b>ABSP II</b> Agricultural Biotechnology Support Project	<b>EGO</b> Economic Growth Overview
<b>ACDI/VOCA</b> Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance	<b>EIG</b> Evaluation Interest Group
<b>ALT</b> Adult Learning & Training	<b>EP</b> USAID's Office of Economic Policy (Formerly the Economic Growth Office)
<b>AMAP</b> Accelerated Microenterprise Advancement Project	<b>EPS</b> Emerging Payment Systems
<b>AMAP K&amp;P II</b> Accelerated Microenterprise Advancement Project Knowledge and Practice II	<b>FACET</b> Fostering Agriculture Competitiveness Employing Information Communication Technologies Project
<b>APLU</b> Association of Public and Land-Grant Universities	<b>FAO</b> UN Food and Agriculture Organization
<b>ARTC</b> Asia Regional Training Center	<b>FAQ</b> Frequently Asked Questions
<b>ASC</b> Ag Sector Council	<b>FIELD-SUPPORT LWA</b> Financial Integration, Economic Leveraging, Broad-Based Dissemination and Support Leader with Associates
<b>BFS</b> Bureau for Food Security (Formerly the Office of Agriculture)	<b>FS</b> Financial Services
<b>CDCS</b> Country Development Cooperation Strategies	<b>FSN</b> Foreign Service National
<b>CGAP</b> Consultative Group to Assist the Poor	<b>FSN</b> Food Security Network
<b>CIO</b> Chief Information Officer	<b>FTF</b> Feed the Future
<b>CLA</b> Collaborating, Learning, and Adapting	<b>GDA</b> Global Development Alliance
<b>CoP</b> Community of Practice	<b>GenDev</b> USAID's Office of Gender Equality and Women's Empowerment Gender Development team
<b>COP</b> Chief of Party	<b>GLEE</b> Global Learning and Evidence Exchange
<b>COR</b> Contracting Officer's Representative	<b>GLS</b> Global Learning Systems
<b>CRSP</b> Collaborative Research Support Program	<b>GP</b> USAID's Office of Innovation and Development Alliances Global Partnerships Division
<b>DCA</b> Development Credit Authority	<b>GROOVE</b> Growing Organization Value Chain Excellence Learning Network
<b>DG</b> Democracy and Governance	<b>GUC</b> Grant Under Contract
<b>DIV</b> Development Innovation Ventures	<b>GYEOC</b> Global Youth Economic Opportunities Conference
<b>DTS</b> Development Training System	<b>HIFIVE</b> Haiti Integrated Finance for Value Chains and Enterprises
<b>DLI</b> Development Leadership Initiative	<b>HMMI</b> Haiti Mobile Money Initiative
<b>ECYMP</b> Eastern Caribbean Youth Microenterprise Program	<b>HSS</b> Health Strengthening Systems
<b>E&amp;E</b> Europe & Eurasia	<b>ICT</b> Information and Communication Technologies
<b>E3</b> USAID's Bureau for Economic Growth, Education, and the Environment (Formerly the Bureau for Economic Growth, Agriculture and Trade)	<b>IDEA</b> USAID's Office of Innovation and Development Alliances
<b>EG</b> Economic Growth	<b>IFPRI</b> International Food Policy Research Institute
	<b>ILO</b> International Labor Organization
	<b>KM</b> Knowledge Management
	<b>IRG</b> International Resources Group
	<b>IT</b> Information Technology

**K&L** Knowledge & Learning  
**KDID** Knowledge-Driven International Development Portal  
**KDMD** Knowledge-Driven Microenterprise Development Project  
**KM** Knowledge Management  
**KMIC** Knowledge Management Impact Challenge  
**LAC** Latin America and the Caribbean  
**LER** USAID/PPL's Learning, Evaluation, and Research Office  
**LMS** Learning Management System  
**LOE** Level of Effort  
**LPA** USAID's Bureau for Legislative and Public Affairs  
**MaFI** Market Facilitation Initiative  
**M&E** Monitoring & Evaluation  
**MCC** Millennium Challenge Corporation  
**MCH** Maternal and Child Health  
**MD** Microenterprise Development  
**MENA** Middle East and North Africa  
**MOU** Memorandum of Understanding  
**MPEP** USAID's Microenterprise and Private Enterprise Promotion Office (Formerly the Microenterprise Development office)  
**MPI** Migration Policy Institute  
**MS** Mobile Solutions  
**MSME** Micro, Small, and Medium Enterprise  
**NAFAKA** Tanzania Staples Value Chain Project  
**NFF** Notes From the Field  
**NGO** Non-Governmental Organization  
**NPD** Notice of Payment Due  
**NRM/CC** Natural Resources Management and Climate Change  
**OCIO** Office of the Chief Information Officer

**ODI** Overseas Development Institute  
**ODP** USAID's Office of Development Partners (now Global Partnerships)  
**PAD** Project Appraisal Document  
**PE** Private Enterprise  
**PPL** USAID's Bureau of Policy, Planning, and Learning  
**PPP** Public-Private Partnerships  
**PREM** Poverty Reduction and Economic Management  
**Q&A** Question & Answer  
**QA** Quality Assurance  
**QR** Quick Response  
**RDMA** Region Development Mission for Asia  
**SDCAAsia** Strategic Development Corporation - Asia  
**SEEP** Small Enterprise Education and Promotion  
**SILK** Sharing Insights, Learning, and Knowledge  
**SME** Small and Medium Enterprises  
**SPP** USAID/PPL's Strategic and Program Planning Office  
**ST** Social Transitions  
**STP** Strengthening Technical Practice  
**TOPS** Technical and Operational Performance Support  
**TRG** Training Resources Group  
**TSF** Training Support Fund  
**USAID** United States Agency for International Development  
**USDA** United States Department of Agriculture  
**USG** United States Government  
**UWI** University of West Indies  
**WEAI** Women's Empowerment in Agriculture Index  
**WLSME** Women's Leadership in Small & Medium Enterprises  
**VEGA** Volunteers for Economic Growth Alliance

# I. INTRODUCTION

The QED Group, LLC is implementing the 5-year United States Agency for International Development (USAID) Knowledge-Driven Microenterprise Development (KDMD) project. The KDMD project designs and implements state-of-the-art knowledge management, learning, and sharing tools and approaches that promote collaboration among practitioners to speed innovation and adoption. These tools include online and in-person, formal and informal learning events; communications strategy development and implementation; web strategy development and implementation; and assessing and learning methods and approaches.

Through KDMD, the QED team maximizes the impact of USAID's knowledge and learning investments. Since 2008, the QED team has implemented strategies and processes to coordinate learning and knowledge sharing across a range of investments and activities of the Microenterprise and Private Enterprise Promotion (MPEP) Office. As the demand for knowledge and learning services has grown within USAID, other operating units have sought the services of the KDMD project. The KDMD contract allows other operating units to buy into the services that KDMD offers. This allows the project to leverage its successful knowledge management (KM) framework and processes to help USAID maximize its impact. In addition to MPEP's Microenterprise Development (MD) and Private Enterprise (PE) teams, the following USAID operating units have bought into the project:

- Economic Growth, Education, and Environment Bureau's Office of Economic Policy (E3/EP)
- Bureau for Food Security (BFS)
- The Jamaica Mission
- Economic Growth, Education, and Environment Bureau's Development Credit Authority (E3/DCA)
- Europe & Eurasia Bureau's Democracy and Governance Social Transitions team (E&E/DG/ST)
- Office of Innovation and Development Alliances' Global Partnerships Division (IDEA/GP)
- Office of Innovation and Development Alliances' Mobile Solutions team (IDEA/MS)
- Bureau for Policy, Planning, and Learning (PPL)
- Office of Gender Equality and Women's Empowerment's Gender Development team (GenDev)

The QED Group, LLC is pleased to present this Semi-Annual Report for the period from **May 15, 2012 - November 15, 2012**. KDMD is implemented by The QED Group and its sub-contractors—Engility [formerly International Resources Group (IRG)], Training Resources Group (TRG), Global Learning Systems (GLS), and others. This report was prepared collaboratively by the entire KDMD team, and it represents their hard work and accomplishments over the 6-month period. The report begins with a brief overview of the portfolios that provide services across the project. This is followed by sections on each of the programs that include work with MPEP, the grants under contract, and the offices, bureaus, and teams that have bought into KDMD.

## 2. PORTFOLIO OVERVIEWS

The KDMD project is currently organized into two interconnected groups: programs and portfolios. Programs are created through requests from offices, bureaus, and teams within USAID with activities designed in accordance with client needs. Portfolios support program activities around knowledge capture, dissemination, and application. KDMD has five portfolios: Web Development & Management, Knowledge & Learning, Communications, Adult Learning & Training, and Assessing & Learning.

### WEB DEVELOPMENT

The Web Development & Management Portfolio is the technical leader in the development and management of the Knowledge-Driven International Development (KDID) portal and its family of websites, currently including Microlinks, Agrilinks, Social Transitions, and the Jamaica Community of Practice (CoP). The Web Development team also provides ongoing development and support for sites external to the portal such as the Economic Growth Learning Center (EGLC) and the Feed the Future (FTF) website. As the architects and maintainers of the knowledge infrastructure for KDMD, the team continues to advise clients and staff on technology, as well as new tools and capabilities required to achieve client objectives.

The Web Development team employs in-house staff as well as vendors to create all aspects of site design, build, launch, and maintenance. To accomplish this, the team:

- Works with the server host vendor to create the databases and file systems for each site as part of a multi-site architecture
- Works with clients and key stakeholders to translate needs into specific site requirements
- Utilizes requirements to create functional wireframes to determine layout, functionality, and development strategy
- Creates design slides based on the wireframes to illustrate the visual look and feel of the site and

updates these slides as needed

- Builds and develops the sites based on the requirements, wireframes, and design slides
- Coordinates in-house builders/developers and external developers to ensure collaborative work processes
- Trains program managers and key site stakeholders on site functionality
- Conducts quality assurance tests for functionality and usability

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

During this reporting period, KDID, Microlinks, Agrilinks, and the FTF sites received frequent updates and enhancements. In addition, the Web Development team was actively building two new Drupal 7 sites: a redesigned site for Agrilinks ([agrilinks.org](http://agrilinks.org)) that would exist independent of the KDID portal, as well as a site for the new Women's Leadership in Small & Medium Enterprises initiative ([wlsme.org](http://wlsme.org)). Further, the Web Development team was brought in to help manage ProgramNet as it transitioned behind the USAID firewall.

### KNOWLEDGE & LEARNING

The Knowledge & Learning (K&L) Portfolio works with traditional and digital learning mechanisms to develop and implement innovative, creative, and effective ways to capture and share knowledge, leverage good practices, and improve performance for USAID and its partners. The K&L Portfolio, in collaboration with the rest of the KDMD team, designs and manages a dynamic portfolio of activities utilizing a variety of innovative tools to pilot new approaches, consolidate best practices,

and ensure the delivery of high-quality services to USAID. In addition to designing and implementing learning activities for USAID, the K&L Portfolio also documents promising practices that support effective learning through knowledge capture and management to share with the KDMD team, QED, and USAID.

K&L Portfolio activities include scoping, design, and facilitation of customized knowledge sharing activities and learning products including:

- Technical seminars
- Online discussions and webinars
- Screencasts, wikis, and other learning tools and products
- Learning networks, communities of practice, and working groups
- Trainings, workshops, and special events

The K&L Portfolio works with other portfolios across the project to provide support to KDMD programs. During this reporting period, the K&L Portfolio provided facilitation, documentation, and capture support for approximately 35 seminars/events/trainings, provided facilitation and coordination for 4 online discussions, created numerous learning products and tools, and provided activity scoping assistance for multiple KDMD programs. In addition, the K&L Portfolio took a lead on the development of learning guidance for the KDMD project.

## **COMMUNICATIONS**

The Communications Portfolio provides support across KDMD's programs by developing and implementing communications strategies, creating and providing quality assurance on materials for distribution, leading online content management efforts, and supporting event management. The team's work includes development of online and in-person engagement strategies and materials such as email campaigns, print advertisements, and social media outreach. The Communications

team is increasingly involved in the development of new media products to complement existing activities. These efforts are largely led by KDMD's newly named Digital Designer and include video interviews of event speakers, video blogs, and other forms of digital storytelling and video slideshows. In addition, the Communications team works closely with the Web Development team on all information architecture, design, and branding efforts for new and existing websites.

The Communications team is divided largely by program and activity with designated points of contact to assist with project management and to advise on issues of knowledge dissemination. In addition to providing expertise on communications strategy development, the Communications team conducts content copy-editing, proofing, and meta-data tagging where appropriate for all project documents and online content. The project's design staff are also members of the Communications Portfolio, providing award-winning web-based and print design.

In this period, several members of the Communications Portfolio were also called upon to take a greater role in direct program/activity management related to the MPEP/PE Program (see Section 3.2). Heather Risley, Communications Specialist, stepped into the position of de facto Program Manager for the Women's Leadership in Small & Medium Enterprises (WLSME) Initiative, a program which has grown substantially since the initial scope of work. Jessica Ziegler, Communications Portfolio Manager, has taken over coordination with MPEP's PE team in relation to their private sector/corporate engagement work.

## **ADULT LEARNING & TRAINING**

The Adult Learning & Training (ALT) Portfolio promotes a blended learning approach which combines in-person and online interaction to achieve the highest learning impact. Blended learning approaches move beyond the traditional classroom setting and include participatory and self-paced modules, interactive and stand-alone courses, videos, webinars, and other distance learning techniques.

These methods reinforce a continuous learning experience extending before, during, and after a workshop or training.

The ALT Portfolio works closely with a team consisting of instructional designers, adult learning specialists, programmers, and USAID subject-matter experts who collaborate to develop blended learning courses. The blended learning solutions can be hosted on the KDID portal and its family of sites, the Economic Growth Learning Center (EGLC), the USAID Learning Management System (LMS), among others.

During this reporting period, the ALT team worked with EP, DCA, MPEP/MD, BFS, and IDEA/GP. In addition to ongoing course and certification program development, ALT launched the “Managing a Value Chain Project” online learning course and coordinated six in-person courses/trainings:

- EG in Post-Conflict Countries Course
- Economic Growth Overview Course
- Ag Core Course
- Ag Project Design Course
- Ag Overview Course
- Emerging Payment Systems Workshop

## **ASSESSING & LEARNING**

The Assessing & Learning (A&L) Portfolio provides support to both internal and external KDMD products and services. This is done through surveys which measure client satisfaction, perceived usefulness of products and services, and continued use/application of products and services. Using After-Action Reviews (AARs) and other tools, services and internal processes are also assessed, and the insights gained are fed back into the project.

During the last six months, the A&L team has continued to provide survey design and analysis support throughout the project. This included the completion of baseline data collection and analysis for the Growing Organizational Value Chain Excellence (GROOVE) Learning Network, an annual Learning and Impact Report for the project, and a follow-up survey for USAID personnel who participated in the KDMD-supported Economic Growth Overview trainings in 2009 and 2010.

### 3. MICROENTERPRISE & PRIVATE ENTERPRISE PROMOTION PROGRAM

QED’s knowledge management and training work began with the Microenterprise Development office under the Accelerated Microenterprise Advancement Project (AMAP). During the last reporting period, the Microenterprise Development office was reorganized into the Microenterprise and Private Enterprise Promotion (MPEP) Office, with two teams: the Microenterprise Development (MD) team and the Private Enterprise (PE) team. The KDMD contract sits in the MPEP Office, and the project team continues to work across both the MD and PE teams. KDMD works with the Office in MPEP’s priority areas that fall within the scope of the project.

#### MICROENTERPRISE DEVELOPMENT

The KDMD objectives for project work with the MD team include the following:

- Facilitate knowledge sharing and learning by assisting with the accumulation of tacit and explicit knowledge stock related to microenterprise development

- Design, implement, and facilitate scalable, replicable knowledge and learning tools and approaches including implementation of the Grants Under Contract (GUC) mechanism
- Promote collaboration among practitioners by encouraging knowledge flow across the microenterprise development industry
- Contribute lessons learned to the broader fields of KM and adult learning

#### Web Development

The Web Development Portfolio’s work with the MD team during this period focused on maintaining the Microlinks website. The Web Development team continued to refine Microlinks, enhancing functionality and the user experience.

In collaboration with its subcontractor, the Web Development team added Event functionality, as well as a major effort to update the Value Chain Development Wiki (VC Wiki). A new event series (navigation, landing page, views, blocks, css) was created to meet the needs of the MPEP seminars. To date, no events have been scheduled. The VC Wiki update included a major overhaul to the way users navigate and access the wiki. A new content type was created to serve as a launching pad for users to access the wiki based on their level of expertise. In

**Table 1: Microlinks Monthly Analytics for Key Indicators (May-November 2012)**

MONTH	VISITS	UNIQUE VISITORS	UNIQUE PAGEVIEWS	NEW VISITORS	RETURNING VISITORS
May	12,064	7,877	31,590	6,711	5,353
June	9,980	6,495	25,472	5,438	4,542
July	8,986	5,924	25,025	4,976	4,010
August	8,563	6,103	19,691	5,234	3,329
September	9,424	6,763	22,669	5,827	3,597
October	11,349	7,979	27,642	7,034	4,315
November	10,270	7,873	23,022	7,045	3,225

addition, new fields were added to the wiki nodes to better relate associated content and color code similar sections.

## Knowledge & Learning

### Seminars and Events

The K&L Portfolio continued to support the MD team through the implementation of the Breakfast and After Hours Seminar Series in addition to the Emerging Payment Systems and Diaspora Engagement mini-series. All four series provide an in-person and online forum for knowledge exchange, including expert panel presentations and Q&A. Online attendees participate via webinar and watch presentations in real time, interacting with presenters and other attendees, and submitting questions for the Q&A portion of the seminar. To encourage continued knowledge sharing and discussion, a suite of learning products (including screencasts, recorded webinars, transcripts, PowerPoint presentations, and audio files) were regularly produced, posted, and promoted after all seminars.

During this reporting period, the K&L Portfolio (in collaboration with the Communications Portfolio, the Assessing & Learning Portfolio, and the MD Program Manager) also worked closely with the MD team to obtain feedback for a rebranding of the MD seminars in Fall 2012. K&L utilized data from past seminars as well as new data obtained from a survey administered in July 2012 to develop a set of recommendations for the new seminar series going forward. Major recommendations included:

- Combining the After Hours and Breakfast Seminar Series into one series that reflected the overall technical focus of the MPEP office
- Developing a strategic, demand-driven pipeline
- Utilizing different seminar formats to encourage maximum participation and engagement
- Exploring ways to increase participant feedback and utilization of post-event resources

- Expanding outreach to engage more USAID/ Washington and Mission staff
- Continuing to explore ways to improve the online experience for webinar participants

Many of KDMD's recommendations were accepted by the MD team, and the decision was made to re-brand the seminar series in Fall/Winter 2012. The K&L Portfolio, in coordination with the rest of the KDMD project, will continue to work with the MD team to ensure that the new seminar series is high quality and reflective of the MD team's vision going forward.

### After Hours Seminar Series

The After Hours Seminar Series disseminates current learning and innovations in financial inclusion. During the reporting period, the K&L team provided support to 3 After Hours Seminars at which a total of 341 people participated (both in person and via webinar) and feedback was obtained through surveys administered. A presenter was brought in remotely from California for After Hours Seminar #61 using Adobe Connect. Guest blogs continued to be utilized as a way to engage a variety of different stakeholders in the events and were posted to the Microlinks blog following all After Hours Seminars. After Hours Seminars held during the reporting period included:

- "Matching Products with Preferences: Innovations in Commitment Savings for the Poor," presented by Jessica Goldberg (University of Maryland), Aishwarya Ratan (Innovations for Poverty Action), and Jonathan Robinson (University of California at Santa Cruz; remote presenter from California) and moderated by Jason Wolfe (USAID Office of HIV/AIDS) on May 16, 2012. Ratan wrote the guest blog in collaboration with Bobbi Gray (Freedom from Hunger) and Alex Kobishyn (Innovations for Poverty Action).

**32** in-person **82** webinar

- “Attracting Private Investment into Agribusiness,” presented by Anita Campion (AZMJ) and Eduardo Tugendhat (CARANA Corporation) and moderated by Anicca Jansen (USAID MPEP Office) on June 14, 2012. There were two guest blogs written and posted following the event. Emilio Hernandez (Food and Agriculture Organization) and Calvin Miller (Food and Agriculture Organization) co-authored a summary blog post as did Sabina Rogers (Microcredit Summit Campaign).

**44** in-person **87** webinar

- “Putting Clients at the Center: Designing and Delivering Effective Financial Services,” presented by Guy Stuart (Independent Consultant), Maria Jaramillo (Microfinance Opportunities), and Monique Cohen (Microfinance Opportunities) and moderated by Jeffrey Levine (USAID MPEP Office) on September 27, 2012. Cohen provided two blog posts.

**32** in-person **64** webinar

#### Breakfast Seminar Series

The Breakfast Seminar Series brings together practitioners working in small and medium enterprise development and value chains to share their broad experience. During this reporting period, the K&L Portfolio provided support to 4 Breakfast Seminars that reached 314 participants (both in person and via webinar) and generated insightful participant feedback through the completion of surveys. Breakfast Seminars held during this reporting period included:

- “Balancing Quick Wins with Sustainability: Feed the Future’s NAFKA Project in Tanzania,” presented by Lee Rosner (ACDI/VOCA) on May 22, 2012.

**37** in-person **41** webinar

- “Inclusive Value Chain Development: Reaching the Very Poor in the Philippines,” presented by Marian Boquiren (SDC Asia; remote presenter from the Philippines) and Anna Cuny Garloch (ACDI/VOCA) on June 28, 2012.

**25** in-person **65** webinar

- “Driving Organizational Change: Taking the Value Chain Approach from Principles to Practice,” presented by Mina Shahid (Engineers Without Borders Canada) on July 26, 2012.

**25** in-person **65** webinar

- “New Trends in Value Chain Upgrading: Lessons from Large and Small Countries,” presented by Gary Gereffi (Duke University) on September 20, 2012.

**49** in-person **54** webinar

#### Diaspora Engagement Seminar Series

The Diaspora Engagement Seminar Series was launched in May 2011 with the aim of reaching out to diaspora-led development partners for collaboration and engagement. This mini-series explored the six channels of diaspora engagement discussed in the book, “Diasporas: New Partners in Global Development Policy,” a compilation of studies completed by the Migration Policy Institute (MPI) under a USAID grant. During this reporting period, the K&L team provided support for 1 Diaspora Seminar that reached 74 participants (both in person and via webinar) and generated insightful participant feedback through the completion of 19 surveys. The Diaspora Seminar held during this reporting period:

- “Connecting to Diaspora Communities Through Web Portals,” presented by Eric Vincent Guichard (Homestrings) and Molly Mattessich (VEGA Alliance) on October 23, 2012.

**35** in-person **39** webinar

### Emerging Payment Systems Seminar Series

The Emerging Payment Systems (EPS) Seminar Series facilitates knowledge sharing on key legal, regulatory, cultural, enforcement, security, and information technology (IT) issues related to emerging payment systems, including (but not restricted to) mobile financial services, with a special emphasis on safeguarding systemically important payment systems. This seminar series was originally launched in July 2011 as the Mobile Financial Services (MFS) Seminar Series but was re-branded in early 2012. During this reporting period, the K&L Portfolio provided support to 1 EPS Seminar that reached 81 people (both in person and via webinar) and generated insightful participant feedback through the completion of surveys. The EPS Seminar held during this period:

- “The Evolution of Prepaid Instruments from Giftcards to Virtual Money Laundering in a Global Theatre and its Implications for Financial Inclusion Programming,” presented by Susan Lea Smith (U.S. Department of Justice) and Jack Williams (Paymentcard Services, Inc.) on October 18, 2012.

31 in-person 51 webinar

### World Bank Share Fair: Mobilizing Knowledge Networks

The K&L Portfolio, as part of a cross-KDMD team effort, provided support to the World Bank Share Fair that was held June 19-20 in Washington, DC. Representatives from the K&L Portfolio contributed ideas toward planning the event and helped to draft the session proposals that were accepted by the event committee. Brandon Szabo, Senior KM Associate for the K&L Portfolio, presented along with Jasmin Suministrado (ILO) and Aurora Ferrari (FPD) on “Microenterprise and Inclusion.” During his presentation titled “Microlinks: Increasing Innovation in Microenterprise Development through Sharing, Learning, and Collaboration,” he discussed how the Microlinks website promoted knowledge sharing and collaboration among USAID and their stakeholders. Szabo also provided support to Lane Pollack (USAID/E3/MPEP) for

her presentation on learning networks as a part of creating a learning culture.

### MPEP Evidence Summit

The K&L Portfolio provided support to the MPEP Evidence Summit that was organized to help guide USAID’s promotion of inclusive market development, particularly as part of strategies to achieve sustainable outcomes for vulnerable populations, as well as Feed the Future and Global Climate Change initiatives over the next few years. Although the Summit was originally scheduled for October 30-31, it was postponed to December 12-13 due to Hurricane Sandy. The K&L Portfolio provided support in planning as well as in event capture. Specifically, K&L drafted best practice guidance that was sent to event moderators and presenters prior to the event.



Figure 1:

The exhibitions for Microlinks and Agrilinks at the World Bank Knowledge Share Fair gave participants a chance to learn how the websites can benefit their work.



Figure 2:

At the Annual SEEP Conference, KDMD's K&L team gave remote participants an opportunity to tune into the plenary sessions live.

### **The SEEP Annual Conference**

The K&L Portfolio, along with the Communications Portfolio, worked with the SEEP Network to support their annual conference on November 7-8. Specifically, K&L helped to design and implement four webinars that were streamed live during the conference's plenary sessions. K&L successfully utilized SEEP's Livestream software to film the plenaries and broadcast them to virtual participants through SEEP's Livestream website.

### **Online Facilitation Speakers Corners**

A Speakers Corner is a facilitated online discussion that gives practitioners the opportunity to share their experience, learn from peers, and advance a dialogue on critical issues. Discussion facilitators post daily topics and questions, while participants share their experiences and learn from one another.

From June 5-7, the K&L Portfolio helped to implement a Speakers Corner entitled "Making

Savings Works for the Poor: What We Know, What We Don't, and Where We're Headed." The discussion centered around three main themes that included:

- What is the landscape of formal savings for the poor?
- What is working and why?
- Road bumps and the way forward: where are we headed?

Debbie Dean (Grameen Foundation), Rossana Ramirez (Freedom from Hunger), Jasmina Glisovic (CGAP), Nisha Singh (The SEEP Network), and Jamie Zimmerman (New America Foundation) facilitated the 3-day conversation. There were 131 people registered for the discussion (including KDMD support staff and facilitators) with a total of 107 posts from facilitators and participants. KDMD also worked with the New America Foundation to develop two webinars on "Experimentation for a New Generation of Savers" and the SPINNAKER project, which were shared with the Speakers Corner group through Microlinks and integrated into online discussions.

### **e-Consultations**

As part of the SEEP Network's Market Facilitation Initiative's (MaFI) Systemic Monitoring & Evaluation Initiative, the K&L Portfolio team supported an e-Consultation discussion on "Innovations in Measuring Impacts in Market & Financial Systems: Rethinking the Current Paradigm." The e-Consultation, held October 23-25 on Microlinks, was facilitated by Lucho Osorio (Practical Action), Margie Brand (Independent Consultant), and Marcus Jenal (Mesopartner). The discussion focused on receiving feedback on a working paper developed through MaFI and identifying next steps leading to a plenary session at the 2012 SEEP Annual Conference.

On Day 2 of the e-Consultation, a live webinar presentation was held to give experts an opportunity to share their perspectives on different facets of monitoring and evaluation of complex systems. Webinar presenters included Stacey Young (USAID/PPL), Mike Field (Adam Smith International), Kate

Lauer (CGAP), and Eelke Wielinga (Wageningen Business School).

There were 34 individuals registered for the e-Consultation and 32 actively participated. A recording of the webinar and the discussion working paper were posted on Microlinks, and feedback received during the discussion influenced the Systemic M&E plenary session at the SEEP Annual Conference.

### **Webinars**

In addition to the webinar held during the MAFI e-Consultation (see previous section), the K&L Portfolio provided support to Deloitte for a webinar consultation on their Impact Funds Financial Template on October 16. The hour-and-a-half webinar brought together 16 stakeholders to discuss Deloitte's template and to solicit feedback. The K&L Portfolio managed the webinar platform, conducted scoping, and provided technical and facilitation support.

### **Value Chain Development Wiki**

The Microlinks Value Chain Development Wiki continued to undergo a series of revisions and restructuring. Based on conversations with MPEP staff, implementing partners, and other targeted wiki users, a new framework was developed to guide users through the wiki content based on their level of expertise and their learning objectives. The KDMD Communications team developed a navigation matrix to help users identify their entry point and the appropriate "path" through the content. To accommodate the new structure, a review was conducted of all existing wiki content to make it more accessible, better organized, and in line with the structural changes. A review of the changes was conducted by Ruth Campbell (ACDI/VOCA), and the approved updates will begin in December 2012.

### **Emerging Payment Systems Workshops (Bangkok and Nairobi)**

As part of KDMD's support to USAID's Emerging Payment Systems (EPS) knowledge management activities, the K&L Portfolio supported two international workshops in Thailand and Kenya. The

workshops were intended to bring together senior-level technical representatives from implementing partner country central banks, Ministries of Finance, Financial Intelligence Units/Lead Enforcement Authorities, and investigation/prosecution units to discuss issues of common concern related to EPS risk and oversight. The first workshop took place in Bangkok, Thailand on June 18-20 and the second workshop took place in Nairobi, Kenya on November 14-16.

The EPS Workshop in Bangkok, Thailand was held at the USAID Regional Development Mission in Asia's Regional Training Center. There were a total of 51 participants with representation from the following countries: Bangladesh, Cambodia, India, Indonesia, Kenya, Pakistan, Peru, Philippines, Thailand, Vietnam, and the USA.

The EPS Workshop in Nairobi, Kenya was held at the Kenya School of Monetary Studies. There were a total of 57 participants with representation from the following countries: Burundi, Kenya, Rwanda, South Sudan, Tanzania, Uganda, and the USA. The workshop had opening remarks from the acting United States Ambassador to Kenya, Robert Godec, and the Governor of the Central Bank of Kenya, Professor Njuguna Ndungu.

The final EPS Workshop is expected to take place in Bogota, Colombia in April 2013.



Figure 3:

At the EPS Workshop in Nairobi, participants came to discuss issues of common concern related to EPS risk and oversight.

## Communications

The Communications team continued to support MPEP's MD team by implementing the existing communications strategy and developing or updating diverse products tailored for specific audiences to easily access, digest, and apply knowledge resources. This strategy is based on an understanding of creating optimal formats for intended effect. Over the reporting period, the activities of the Communications team largely fell into four broad categories:

- Event strategy and support
- Product development
- Outreach and engagement
- Microlinks management

In these efforts, the team worked closely with the other project portfolios, especially K&L and Web Development, and the Knowledge Sharing/Communications Strategic Advisor to support the program objectives.

Beginning in June, the Communications Portfolio also began to provide input into the USAID/E3 Bureau's Monthly Report to the Administrator. To support MPEP's reporting to USAID Administrator Rajiv Shah every month, Communications prepares a briefer that lists out KDMD's activities for MPEP for the month, including basic date and location information, but also the role that USAID is playing in the event or activity.

### Event Strategy and Support Microlinks Seminars

As part of the project's continuous learning approach, the Communications Portfolio worked with K&L to inform the planning processes for the reinvisioned MPEP Seminar Series set to launch in Fall/Winter 2012. In this effort, KDMD followed the product review process held in April with an external survey to solicit feedback from the existing seminar audience and greater Microlinks community about their thoughts on MD's long-standing seminar series. Communications supported the survey through promotion and dissemination on Microlinks, in the Connections newsletter, and



Figure 4:

Ads, like this one featured on the site homepage, encouraged the Microlinks community to share feedback.

across various social media outlets. Based on the feedback and KDMD's own experience with the Breakfast and After Hours Seminar Series, and in consultation with MD team staff regarding the strategic direction of the MPEP Office, K&L and Communications proposed recommendations on seminar rebranding as well as a communications strategy for the transition of Breakfast and After Hours into a new consolidated series focused on the inclusive market development approach. Proposed seminar rebranding included several options for potential series names and taglines; new invitation, reminder, and post-event email templates coded in MailChimp with a new look and feel; and descriptive language for a new series landing page on Microlinks. Final decisions regarding the series updates were made at the very end of the reporting period and the new "MPEP Seminar Series: Exploring the Frontiers of Inclusive Market Development" is expected to launch at the end of November 2012.

Due to the pending decision about the consolidation of MD's various seminars, there were relatively fewer Microlinks seminars than in past reporting periods, but the Communications team continued to provide its standard event support for the nine seminars held. The team supported the invitation process, produced graphic design elements related to promotion, reviewed and disseminated post-event products, and recorded and produced greenroom interviews with presenters following the seminars. Communications also continued to encourage community engagement on social media platforms by actively promoting events and related content via Twitter, Facebook, and LinkedIn.

## MPEP Evidence Summit

For the MPEP Evidence Summit (originally scheduled for October and then rescheduled for December), Communications provided substantial support for the invitation and registration processes and all branding and graphic design/production. Design elements created for the Summit included an electronic postcard, print flyer, invitation letters, draft agendas, and PowerPoint templates. The team also worked closely with MPEP Director Shari Berenbach to develop the PowerPoint presentation to be used in her introductory session. Other collateral development was put on hold once the Summit was rescheduled.

Communications team members also served on the internal KDMD coordination team for the event and advised on issues of capture and the use of audience participation technology. KDMD's Digital Designer also recorded and produced a video interview with Gary Gereffi (Duke University) and Jeanne Downing (USAID/MPEP) that will be shown at the Evidence Summit, as Gereffi will be unable to attend the event.

## Other Events

Over the period, the team also supported two additional online events, largely through pre- and post-event promotion. For the June

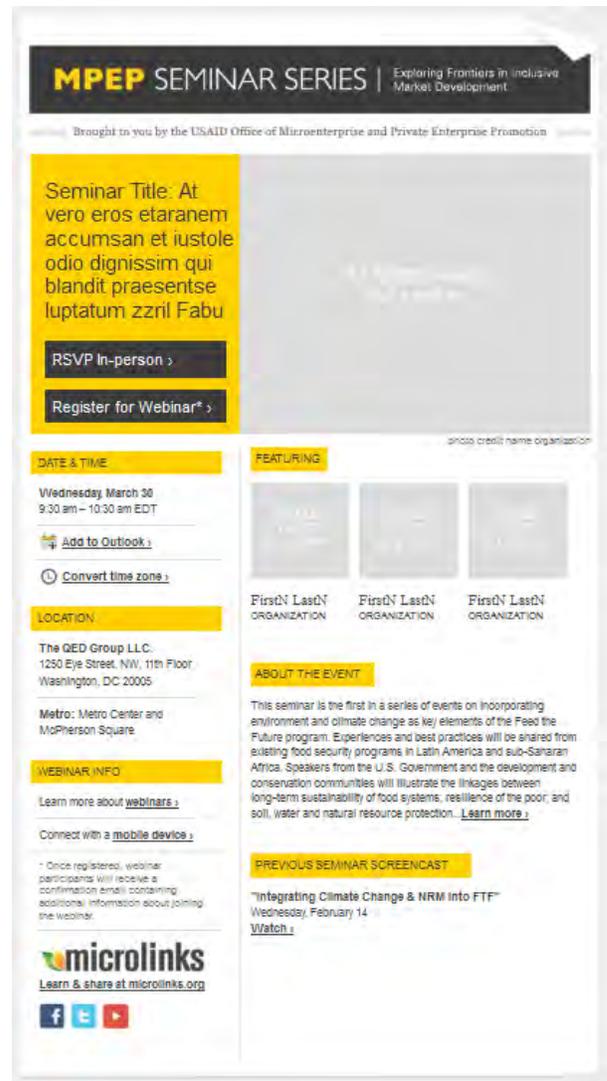


Figure 5:

Proposed Invitation templates for the new MPEP Seminar Series were created based on KDMD's best practices in design.



Figure 6:

The MPEP Evidence Summit promotion included electronic materials as well as printed flyers that could be distributed by USAID staff within the Agency.

Speakers Corner, the team advertised the event through Microlinks, Connections, and various social media outlets. Following the online discussion, the synthesis report was then promoted through those same channels. For the October “Innovations in Measuring Impacts in Market & Financial Systems: Rethinking the Current Paradigm” e-Consultation, the Communications team supported the development of the invitations and featured Twitter highlights from the discussion provided by SEEP’s Market Facilitation Initiative (MaFI) in Connections.

**Product Development**

The Communications Portfolio continued to produce the Connections e-newsletter on a monthly basis, working with content contributors and writing original stories for a total of 77 articles, 39

calendar items, and 12 special features. Connections was distributed to a mailing list of approximately 8,400 recipients (on average) in more than 90 countries. Moreover, after working through an intensive process with USAID’s Office of the Chief Information Officer, and with tremendous support from BFS Activity Lead Zachary Baquet and KDMD’s COR Lane Pollack, the email distribution problem that had been plaguing KDMD since the spring was largely resolved. The distribution list cleaning required by the process meant that the list’s growth rate was lower than in periods past, but the bounce rate dropped from 13.3 percent down to 1.5 percent. In practice, this means that nearly 1,000 USAID staff who had stopped receiving Connections are now getting the newsletter again. In the last 6 months, more than 30 industry partners contributed to or were featured in Connections (see text box).

**MICROLINKS & CONNECTIONS CONTRIBUTORS:**

- ACDI/VOCA
- Afghanistan Microfinance Association
- Al Huda Centre of Excellence in Islamic Microfinance
- AZMJ
- CARANA
- Carsey Institute
- CGAP
- Convergences 2015
- CRS
- FIELD-Support LWA
- Freedom From Hunger
- Grameen Foundation
- GROOVE Learning Network
- Hanson Wade
- ILO’s Microinsurance Innovation Facility
- Making Cents International
- Microcredit Summit Campaign
- MicroRate
- MIX
- Oxfam
- Pro Mujer
- Sanabel
- Seal of Excellence
- SEEP Network
- Smart Campaign
- The BOMA Project
- Trickle Up
- USAID Development Credit Authority
- USAID WLSME Initiative
- USAID/Iraq Tijara Project
- World Bank

During this period, the decision was made to wind down Notes From the Field to focus on other areas of MPEP work. Two Notes were developed and highlighted in Connections:

- June 2012: “Note From Iraq: Investment in Microfinance Paying Dividends for a Growing Class of Entrepreneurs” by the USAID/Iraq Tijara Project

- August 2012: “Note From the GROOVE Learning Network: The Value of Integrated Value Chain Programming and the Learning Network Approach” by the USAID KDMD Project

In addition, a Notes From the Field retrospective was the feature story in the September issue of Connections.

Due to the strong viewership and positive responses from the Microlinks video series in the previous period, Communications continued to conduct interview recordings and production for events

and activities as requested. The following table summarizes the size and reach of the new videos in KDMD’s growing multimedia library over the last six months:

**Table 2: Microlinks Video Statistics**

VIDEO SERIES (MAY - NOVEMBER 2012)	NUMBER OF VIDEOS	COMBINED VIEWS AS OF 12.12.12
Seminar Greenroom Interviews	11	940
Cracking the Nut Conference Spotlights	6	516
GYEOC Conference Spotlights	14	734
<b>TOTAL</b>	<b>31</b>	<b>2,190</b>

Given the important and very noticeable changes to the Microlinks navigation and site structure in early May 2012, much of the previously designed collateral for the website needed to be updated during this period. Updates were made to the “10 Reasons to Visit” and “Microlinks Topics” posters, the one-page information flyer, the bookmark, and the Prezi slideshow. In addition, KDMD’s Graphic Designer also took the opportunity to design a new promotional centerpiece for Microlinks in the form of an infographic poster that seeks to highlight the types of Microlinks users and pathways through which they can navigate the site, make connections between the content, and get the most out of their experience.

Other product updates related to the collateral designed for the Emerging Payment Systems Workshop. To accommodate a constantly shifting set of sponsors for the second workshop in Kenya in November, the folder cover pages, letterhead, and posters were updated seven separate times before being finalized.

**Outreach and Engagement**

KDMD’s outreach efforts have focused on engaging USAID staff and missions, select partner organizations, and the industry as a whole through venues and channels appropriate to each. By reaching out to these various audiences, the team has worked to build channels to both capture knowledge about microenterprise development and effectively organize and disseminate it to provide increased value to the greater microenterprise development community.

As part of this effort, the Communication team continued to lead KDMD’s participation in various industry events in order to:

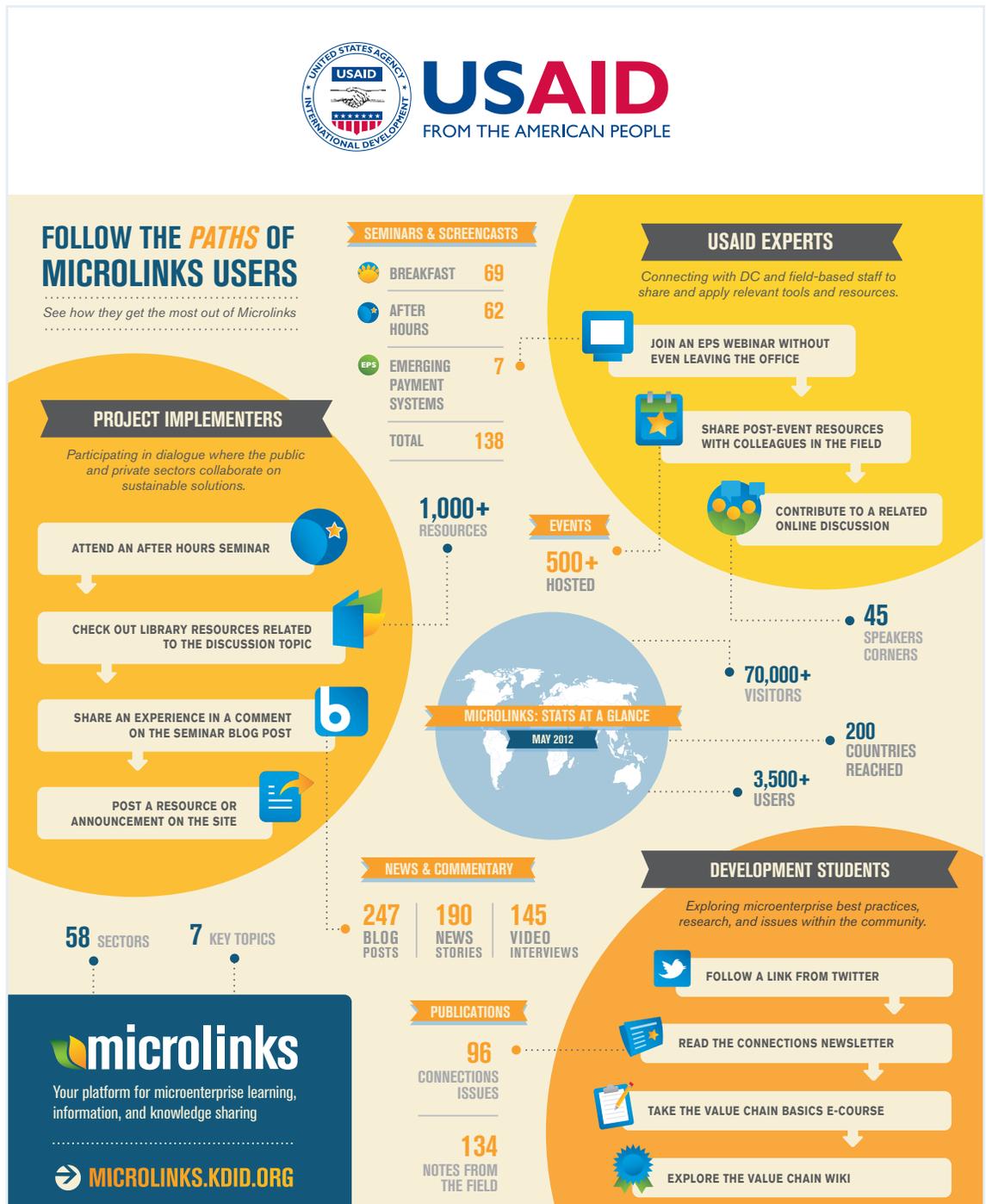
- Promote the MPEP/MD team’s work in inclusive markets and the frontiers of microenterprise development
- Raise awareness about the features that Microlinks and other KDMD activities can offer to the development community
- Identify and engage with future content contributors for Microlinks knowledge products
- Strengthen relationships with strategic partners like the SEEP Network
- Facilitate USAID’s financial sponsorship of selected events and the activities/benefits related to sponsorship



**Figure 7:** KDMD staff use the opportunity at industry events like the SEEP Annual Conference to connect with practitioners and promote USAID’s work.

Figure 8:

Microlinks' newest poster, often displayed when KDMD participates in industry events, highlights how users can make connections between the content.



Between May and November, cross-portfolio working groups of KDMD staff managed the

MPEP Program’s involvement at five important conferences. The following table highlights the outcomes and outputs from these various events:

Table 3: KDMD Engagement in MD Sector Events

EVENT	ACTIVITIES, OUTCOMES, AND OUTPUTS
<p><b>World Bank Knowledge Share Fair: Mobilizing Knowledge Networks</b></p> <p>Washington, DC, USA June 19-20, 2012</p>	<ul style="list-style-type: none"> <li>■ Microlinks exhibition booth</li> <li>■ Supported workshop session, “Learning Culture: Connecting Change Agents to Transform Markets” by Lane Pollack (USAID); assisted in presentation development</li> <li>■ 11 new Connections subscribers</li> <li>■ Microlinks materials distributed</li> </ul>
<p><b>Cracking the Nut: Attracting Private Investment to Rural and Agricultural Markets</b></p> <p>Washington, DC, USA June 25-26, 2012</p>	<ul style="list-style-type: none"> <li>■ MOU with AZMJ</li> <li>■ Microlinks exhibition booth - shared with FIELD-Support LWA</li> <li>■ 6 video interviews with rural and agriculture finance experts</li> <li>■ 6 blog posts</li> <li>■ 8 new Connections subscribers</li> <li>■ Featured in event program - ad designed in conjunction with FIELD-Support LWA</li> <li>■ Collaborated on pre- and post-event promotion with AZMJ</li> <li>■ Hosted a related After Hours Seminar on June 14 with Anita Campion (AZMJ)</li> <li>■ Microlinks and Value Chain Wiki materials distributed</li> </ul>
<p><b>Global Diaspora Forum: Moving Forward by Giving Back</b></p> <p>Washington, DC, USA July 25-26, 2012</p>	<ul style="list-style-type: none"> <li>■ Provided online hosting for 3 videos and 7 audio recordings</li> <li>■ 3 blog posts</li> <li>■ 1 aggregated Twitter blog post</li> <li>■ Social media reporting</li> </ul>
<p><b>Global Youth Economic Opportunities Conference</b></p> <p>Washington, DC, USA September 11-13, 2012</p>	<ul style="list-style-type: none"> <li>■ MOU with Making Cents International</li> <li>■ 11 video interviews with experts in youth economic development</li> <li>■ 3 video recordings from the “How Can You Partner with Funders?” Plenary</li> <li>■ Video with Making Cents founder Fiona Macaulay promoting the 2013 conference</li> <li>■ 16 blog posts, including 9 guest posts</li> <li>■ Conference photography</li> <li>■ Social media reporting</li> <li>■ Provided social media training session for conference organizer’s staff</li> <li>■ Twitter archive of 681 #ImpactGlobalYouth tweets and retweets captured and shared with Making Cents International</li> <li>■ Featured in event program</li> <li>■ Collaborated on pre- and post-event promotion with Making Cents</li> </ul>

EVENT	ACTIVITIES, OUTCOMES, AND OUTPUTS
<p><b>SEEP Annual Conference: Building Inclusive Markets: Impact Through Financial and Enterprise Solutions</b></p> <p>Arlington, VA, USA November 7-8, 2012</p>	<ul style="list-style-type: none"> <li>■ MOU with the SEEP Network</li> <li>■ Microlinks exhibition booth</li> <li>■ 8 video interviews with microenterprise development practitioners</li> <li>■ Video with SEEP President Sharon D’Onofrio reflecting on the conference</li> <li>■ Live streaming of 4 plenary sessions for online audiences</li> <li>■ Video recording of 3 plenary sessions and USAID MPEP Office breakfast session</li> <li>■ Supported USAID breakfast session; developed presentation for MPEP Director Shari Berenbach</li> <li>■ 6 blog posts</li> <li>■ 31 new Connections subscribers</li> <li>■ Social media reporting</li> <li>■ Featured in event program</li> <li>■ Collaborated on pre- and post-event promotion with the SEEP Network</li> <li>■ Microlinks, WLSME, and Value Chain Wiki materials distributed</li> </ul>

In addition to KDMD’s collaborative efforts with the FIELD-Support LWA in planning for the Cracking the Nut conference program ad and exhibition booth, the team also continued to work closely with FIELD over the reporting period to assist in knowledge sharing and dissemination of the work done by FIELD’s associate award projects. To this end, nine new FIELD Briefs, FIELD Reports, and other key associate award resources were added to Microlinks over the 6-month period. News about FIELD-funded knowledge products was also featured regularly in Connections over the same period, including about the Briefs and Reports, as well as about the Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE) project, Haiti Mobile Money Initiative (HMMI), and Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET) project.

KDMD also worked to strengthen its collaboration with the Volunteers for Economic Growth Alliance (VEGA). After meeting with VEGA’s Business Development & Program Manager, it was decided to develop one or more project pages on the KDID

Portal, similar to the pages that KDMD developed with FIELD-Support for their various associate awards. The content for these pages is still being finalized and the Communications team hopes to have them ready in early 2013. KDMD also began discussions with several VEGA member organizations about producing knowledge products like Notes From the Field (NFF), but the team was asked by USAID to suspend work on the NFF series.

**Microlinks Management: Content, Design, and Promotion**

As Microlinks viewership and site use continued to grow over the last six months, another key function

**New Microlinks Content**

- Blogs: **73**
- External Events: **82**
- Library Resources: **68**
- News Items: **57**
- Opportunities: **12**
- Rotator Images: **37**

of the Communications team was to upload and/or moderate the content being submitted by partner organizations and external users for inclusion on the site in the form of contributed event announcements, news stories, opportunities, and library resources. The Communications team also spent time researching new and relevant content, especially microenterprise development events and trainings, to be featured on Microlinks. This content was regularly promoted through Microlinks social media channels. Especially noteworthy content was also promoted on the Microlinks homepage in the slideshow rotator. Although there were only limited changes to design and functionality on Microlinks during this period, the Communications team did conduct an inventory

of the site to identify language updates needed to reflect the change of MPEP’s official name from the USAID Microenterprise Development office to the Office of Microenterprise and Private Enterprise Promotion. Other content updates included the development of additional FAQs, especially related to accessing groups and training modules.

Regarding training modules, Communications also added the newest USAID Value Chain Approach e-learning course, “Managing a Value Chain Project,” to the Microlinks Training section and promoted the course on Microlinks, through Connections, and across various social media outlets.

Figure 9:

Innovative promotional materials for the third Value Chain Approach course highlight the depth and breadth of topics covered in the training.



## Adult Learning & Training

KDMD and GLS were excited to complete the development of the third course in the Value Chain series, “Managing a Value Chain Project.” This course provides an understanding of how the principles outlined in the “Learning Value Chain Basics” course can be applied throughout the implementation phase of a value chain activity, ensuring that USAID works with implementers to achieve the best results possible. This course was loaded onto Microlinks as well as USAID University. The course was promoted through Connections and has become a recommended online activity during the Economic Growth Overview course.

The development of Course 2, “Designing a Value Chain Project,” has experienced significant delays due to a challenge of incorporating USAID’s program cycle and planning into the value chain project planning. The storyboards for Course 4, “Monitoring and Evaluation of Value Chain Projects,” are to be completed by early 2013, which will enable GLS to then develop the online course by the end of the KDMD project.

# KUDOS

"I am amazed actually. What a great job you have done. I really like it. Thanks so much."

- Jeanne Downing (USAID/MPEP) about the video interview with Gary Gereffi for the Evidence Summit

"I'm sold on the three concepts: team work, collaboration and people management. The key to the three is people management. We are beginning to see impact in those developing countries where people own the process of development. As the saying goes- 'development is with the people by the people for the people ...' USAID is on the right track!!"

- Maria Mullei, COP for Sudan capacity building project, on the "Managing a Value Chain Project" course

"This was a very informative course, and I enjoyed sitting through it. There is a theme in this new approach being emphasized by USAID, in its goal towards reaching a heightened level of sustainability. For example, this course talks extensively, though indirectly, about (1) team work, (2) collaboration, and (3) people/relationship management. All three are classic characteristics of true 'management', and not in the sense of simply planning, but meaning: managing human and physical resources towards certain performance metrics that guide a project towards reaching its overall strategic objective(s). Though these tasks are greatly needed on an internal level, they are just as useful on an external level as well. People Management needs to be more central to development strategies (and for management of these projects), and this training does well in emphasizing this need."

- Benjamin Lawrence, Project Administrator at Westat, on the "Managing a Value Chain Project" course

"First of all, my sincere congratulations to [KDMD] for an awesome job in bringing virtual participation into the Bangkok workshop. You all did an outstanding job."

- Maria Stephens (USAID/MPEP) about the EPS Workshop in Thailand

## PRIVATE ENTERPRISE

With the reorganization of the former USAID Bureau of Economic Growth and Trade (EGAT) into the E3 Bureau in the previous period, a newly formed Private Enterprise team was combined with the Microenterprise Development team to create the Office of Microenterprise and Private Enterprise Promotion (MPEP). While most of KDMD's work for the MPEP Office is still tied directly to MD activities, the project's involvement with PE activities continues to expand. More specifically, the KDMD team provided a range of support—from relatively minor to quite substantial—for the USAID Front Door Portal webspace and the Women's Leadership in Small & Medium Enterprises (WLSME) initiative, respectively.

### Front Door Portal

The "Front Door Portal" was envisioned by USAID as an interactive user-friendly webspace that would

sit within the "Work With Us" section of the USAID website to engage with private enterprises and corporate entities interested in exploring partnership opportunities with the Agency. Based on KDMD's work with the Feed the Future Private Sector Hub, the team was originally engaged by the PE team in August 2012 to support the development of the beta version of the portal by reviewing the proposed content to ensure clarity, brevity, effective communication, and conformity with the look and feel of the new USAID website. Additionally, KDMD proposed a scope of work to support the development of Phase 2 of the webspace.

From August until the end of the reporting period, KDMD only had an opportunity for limited engagement on the Front Door Portal activity, but was able to undertake the following activities:

- Provided a demo of the Feed the Future Private

Sector Hub to the USAID Private Sector Engagement Working Group

- Met with the activity team to discuss expectations for the webspace and KDMD’s recommendations on site discovery and development best practices
- Reviewed the site mock-up provided by the PE team, shared recommendations regarding the structure and organization, and drafted a set of very basic wireframes that mapped the USAID content onto KDMD’s proposed site structure
- Provided guidance outlining questions that USAID should keep in mind during the development process (especially around identification of audiences, desired features and functionality, potential pathways through the site, and user and administrator workflows)
- Created design slides consistent with the look and feel of the USAID.gov website for the following pages:
  - Commercial Engagement homepage
  - Commercial Engagement: Ways to Work Together
  - Commercial Engagement: Industries and Countries
  - Commercial Engagement: Opportunities and Resources

Given the fact that these page will be built inside the USAID firewall, it is unclear how KDMD will be involved in the future, but staff will continue to work with the USAID Activity Lead to meet the needs of the PE team related to their private sector engagement activities.

## **Women’s Leadership in Small & Medium Enterprises**

A cross-portfolio team provided initial support to MPEP’s new Women’s Leadership in Small & Medium Enterprises (WLSME) initiative through strategy development, branding, event support, learning network formation support, and activity planning. The initiative aims to expand the frontiers of women in small and medium enterprise (SME) development to generate new learning about which

women’s SME entrepreneurship models work best in different developing country contexts. More specifically, this initiative will:

- Demonstrate what works and where
- Identify the most important constraints and which interventions work best
- Increase awareness around issues of women’s entrepreneurship
- Showcase what is happening at USAID in this area

In this period, the initiative included the following major activities that support these goals:

- Industry mapping
- Grantee learning network, in partnership with the World Bank
- Growing Economies Through Women’s Entrepreneurship Seminar Series
- Community of practice
- Website development (version 1.0)

As a result of the first WLSME strategy session in May, the team developed a one-page factsheet that spells out the initiative’s “vision.” This factsheet was intended to serve as a guide for activity objectives and agendas. In addition to the initiative’s goals, it includes specific audiences the initiative will target, key messages, and broad activities. The factsheet reflects not only growing the evidence base in the field of gender and enterprise development, but also investing in explicit learning within its grantee network.

## **Web Development**

The Web Development Portfolio started providing support to the creation of an online community in August. A strategic planning session was held with the USAID Activity Lead to define the purpose, key functionality, taxonomy, and content types that would need to be developed. The team decided that the website should foster the formation of a broad community of practice around gender issues in SME development specifically, but that the site would

Figure 10:  
Design slides for the Commercial Engagement webpage gave a sense of how content would look when incorporated into the USAID website.



also include closed working groups that would serve the needs of the smaller group of USAID-funded grantees. Content would include an overview of the initiative under the About section; an Events page listing information about future seminars, special events, and archived event resources; a Resource Library; and Working Groups. Since these same functions had already been planned for the Agrilinks 2.0 site that was still in the development phase during this period, a decision was made to simply copy the same code for the future WLSME site. In order to have a website to present at the public launch of the WLSME initiative in November, reusing existing code was determined to be the best solution to make the development process more efficient.

After the technical requirements for the website were scoped, a meeting was held to plan what content needed to be created before the launch date. Since some content had already been created on the WLSME webpage on the KDID portal ([kdid.org/wlsme](http://kdid.org/wlsme)), the content management plan included simple content migration. New content creation included upcoming event pages, additional library resource pages, and USAID-supported grantee project profile pages.

The Web Development Portfolio worked directly with KDMD's Graphic Designer and Zaloni to finish a beta version of the site by the first week in November. The site went through a formal testing and quality control process to address remaining functionality failures. The website was submitted to the USAID Bureau for Legislative and Public Affairs (LPA), in compliance with USAID's approval policy for new websites, on November 12 and went live on November 13 in time for the public launch of the WLSME initiative. Official website approval from LPA was given on November 16.

## **Knowledge & Learning**

### **Growing Economies Through Women's Entrepreneurship Seminar Series**

The Growing Economies Through Women's Entrepreneurship Seminar Series was designed to address some of the most important constraints women face in growing their SMEs. While some seminars will be specifically targeted to members

of the WLSME Learning Network, the series will primarily target the wider community of practice by bringing together leading thinkers to address knowledge gaps and identify new opportunities for research. The first seminar of the series was held during this reporting period:

- "Women's Leadership in SMEs: Gaps and Opportunities," presented by Elena Bardasi (World Bank), Meg Jones (remote presenter from the International Trade Centre), and moderated by Caren Grown (USAID) on June 8.

**61** in-person **152** webinar

Since many members of the team involved in supporting this seminar were new to the process, including the USAID Activity Lead, an After-Action Review was conducted with support from the Assessing & Learning Portfolio. This meeting was productive in identifying areas where the seminar was a success and where better planning would be needed for future seminars.

Several attempts were made to plan a second seminar in September and October, but both times, agreeable dates could not be found for all the invited speakers. By the middle of October, more time was devoted to planning the WLSME public launch event for November 13, and it was decided to plan for a December seminar on women's leadership in SMEs specific to Islamic contexts.

### **Women in Action: Women's Leadership in SMEs Public Launch Event**

In recognition of USAID's commitment to conduct rigorous impact evaluations connected to project interventions targeting women entrepreneurs in the SME category, the K&L Portfolio supported planning for a high-level, public event to raise awareness around these efforts. The in-person event was held in Washington, DC, and the K&L team used the Adobe Connect platform to live stream video of the event for a virtual audience, who also had the opportunity to interact with each other in a chat forum.

To underscore the importance of this initiative, several high-level USAID speakers were invited.

Deputy Assistant Administrator for USAID's E3 Bureau Wendy Abt opened the event. USAID Chief Economist Steve Radelet gave the keynote address outlining the major economic advantages to supporting women's entrepreneurship. Assistant Administrator for USAID's E3 Bureau Eric Postel led a panel discussion with representatives from Goldman Sachs's 10,000 Women program, the World Bank, and the Inter-American Development Bank. MPEP Office Director Shari Berenbach closed the event by leading a Q&A session with the audience.

**100+** in-person **58** webinar



Figure 11:

At the WLSME launch event, MPEP Director Shari Berenbach provided critical context about the topic.

### **WLSME Learning Network**

As part of the larger WLSME initiative, the MPEP Office allocated funds toward the development of a WLSME Learning Network to facilitate learning among its grantees. Since part of USAID funding also supports research teams at the World Bank who are pursuing similar research agendas, USAID expressed interest in working collaboratively with the World Bank's Poverty Reduction and Economic Management (PREM) Gender and Development Group. In support of this effort, K&L Specialist Brandon Szabo and Facilitation Advisor Ed Salt provided advice to USAID to distill learning objectives for the initiative and to make decisions about how to design the learning network, given the various stakeholders involved. They were able to draw on KDMD's lessons learned based on their experience working closely with the GROOVE Learning Network. Once USAID decided to include

an outside facilitator to support learning within the network, Szabo also provided advice on a facilitator scope of work.

At the end of October, Roberta Talmage of the Training Resources Group was brought on board as the WLSME Learning Network Facilitator. Additionally, it became evident that additional logistical support for the network would also be needed. K&L Specialist Joy Chen was chosen to fill the role of Learning Network Coordinator. Both Chen and Talmage worked together to integrate Szabo's advice into future plans for the learning network, especially related to the workshops held in November and online working groups.

After the November 13-14 workshops, K&L began planning next steps for the learning network and a roadmap of goals through May 2013.

### **WLSME Learning Network Workshops**

To mark the beginning of the USAID and World Bank grantee projects, closed workshop sessions were planned directly after the public launch event on November 13-14. The K&L Portfolio supported agenda development for the workshops and specific components related to identifying collective research questions and capturing key themes. Several joint planning sessions were scheduled, which included members of KDMD, the USAID Activity Lead, USAID's Senior Gender Policy Specialist Caren Grown, and Economist with the World Bank's PREM Gender and Development Group Elisa Gamberoni. The group decided to allow time for project teams to explain their interventions and also for topical discussion sessions related to constraints, which would be led by Grown. The WLSME Learning Network Facilitator took the lead on designing ice breakers for workshop participants and sessions related to how the group wanted to work together going forward. The K&L team worked with the Facilitator to generate workshop materials intended to set the tone for the workshop and capture learning.

During the event, the WLSME Learning Network Facilitator and Coordinator led ice breaker activities and participated in topical discussions. They both also encouraged sharing by documenting recurring

questions and themes on poster board set up in the room. A short presentation of the new WLSME website was given, with special attention paid to working group functionality. The K&L team collected all presentation documents from workshop participants to be added to the WLSME Learning Network resource library and also took detailed notes of all the sessions.

### Communications

During the reporting period, the Communications Portfolio supported all aspects of the WLSME initiative. Moreover, a member of the Communications team, Heather Risley, was tasked to serve as the WLSME Program Manager, so many traditional program management tasks also fell under the Communications Portfolio. Overall, support included audience analysis through an industry mapping exercise, branding, web design, content generation and curation, multimedia support, development of marketing materials, and event outreach.

### Industry Map

As part of the strategy development for the WLSME initiative and to inform decisions about target audiences, the Communications team proposed visually mapping the organizations working in various sectors related to gender and enterprise development, as well as the areas where existing online content was most highly concentrated. Online analysis of programs and organizations was conducted, and a list of organizations was categorized across the following areas:

- Linkages and Private Sector Engagement
- Skills and Capacity Building
- Enabling Environment
- Social/Cultural Roles
- Program Design
- Access to Finance

In consultation with USAID, each organization was assigned a level of influence. Based on these two levels of analysis, the Communications team generated a graphic visually representing the findings.

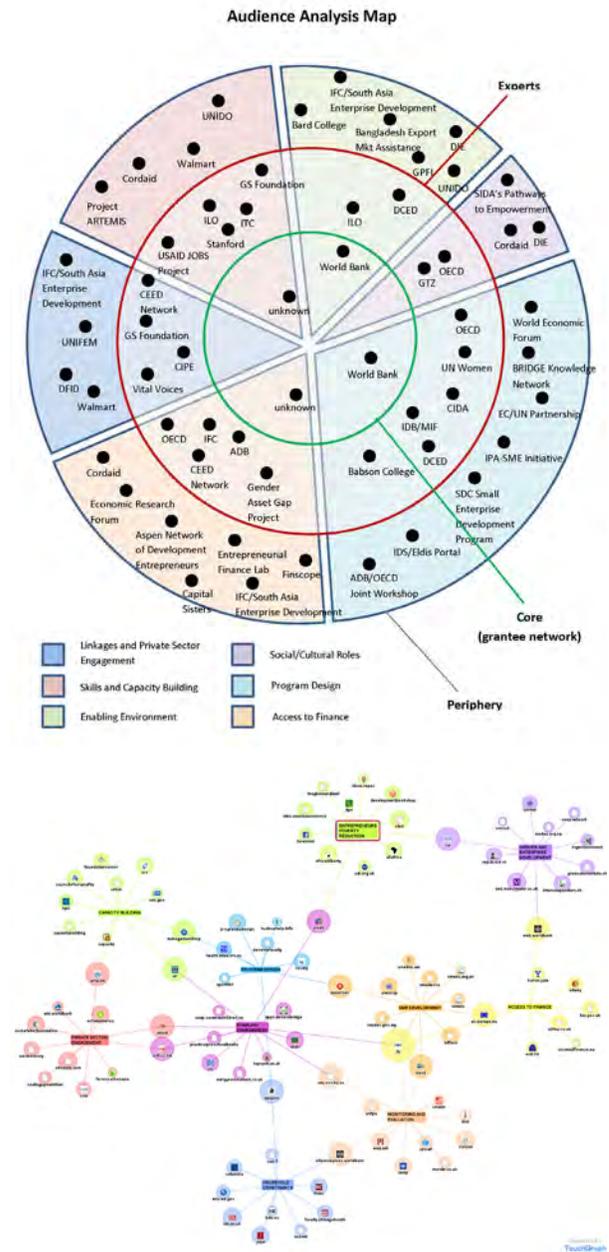


Figure 12: Industry analysis tools, like the audience map and TouchGraph diagram, helped identify knowledge/service gaps where USAID could have the most impact.

Additionally, the Communications team experimented with a new Google-sponsored tool called TouchGraph. As a basic form of social network analysis, this tool automatically generates a web of connections based on Google search strings. For example, a search for “entrepreneurship” will bring up the top ten hits on Google. The tool will then plot points creating a web connecting the organizations hosting the websites listed in the search string. Additional searches can then be conducted, for example “access to finance,” to generate additional plot points. As the same organizations appear, the plot point expands. The network web also visualizes the connections between organizations (see graphic below). Although the data is coming solely from the power of Google’s search algorithms and the information that organizations decide to post online, the tool provides an interesting snapshot of how organizations are related by subject area and how much “influence” they have.

### Marketing

In preparation for the public launch event and the new WLSME website, KDMD’s Graphic Designer produced design concepts that would professionally represent the WLSME brand across all of its activities. Once a concept was chosen, a standard logo was produced along with a horizontal banner. These design elements were integrated into design slides for the WLSME website and other marketing materials.

Collectively, the Communications team produced:

- business cards with the new website URL
- one-page factsheet on how to engage on the new WLSME website
- flyers promoting the public launch event and the December seminar
- a poster for the public launch event
- Word document letterhead templates
- PowerPoint templates
- email invitation templates in MailChimp
- opening and closing slides for videos

These materials were available in time for the November 13 public launch event and will continue to be disseminated at future seminars and other in-person events.



Figure 13:

The bold, non-traditional colors of the WLSME branding are meant to signal empowerment and optimism.

## Website Management

In addition to providing design support to the website development effort, the Communications Portfolio took the lead on web content management. Some content had already been created on WLSME's temporary webspace on KDID, so members of the Communications team worked with the Web Development team to migrate this content.

Areas where new content had to be developed were project profile pages, library resource pages, and homepage promotional images. The project profile pages highlight the interventions that the USAID-supported grantees plan to implement.

The Communications team reached out to the organizations supporting these interventions to collect short summaries and any photos they might have available. This content was edited, formatted and uploaded to the website. Additional library resources were also collected. Summary descriptions were written for each new resource, the documents were tagged appropriately, and uploaded to library resource pages. Finally, high-quality images were collected to highlight project profiles and upcoming events.

Once the website was released as a beta version, the Communications team heavily supported the testing and quality control process.

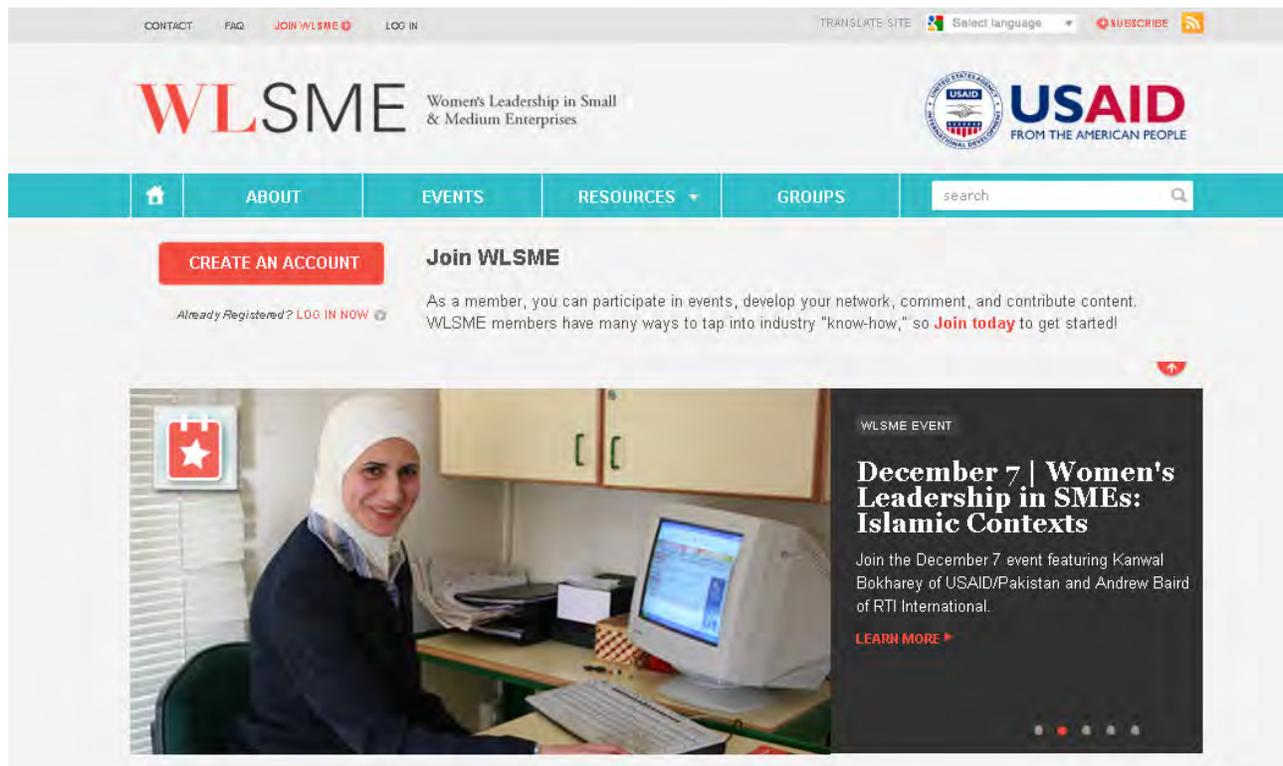


Figure 14:

WLSME's new online community is easy to navigate through its simple and user-friendly interface.

## Outreach and Engagement

To promote the Growing Economies Through Women's Entrepreneurship Seminar Series and the Women in Action: Women's Leadership in SMEs public launch event, the Communications Portfolio reached out to the practitioner community through several channels. In addition to branded event invitations, events were also promoted on Microlinks, Agrilinks, in the Connections newsletter, and across various social media outlets. Special efforts were made to develop a standard list of LinkedIn groups relevant to gender and enterprise development through which WLSME events could be promoted. LinkedIn continues to be one of KDMD's strongest drivers of online traffic. Through personal relationships with members of the Society for International Development Gender Working Group and various universities, personalized messages were also sent through these networks.

A noteworthy outcome of the success of the Women in Action: Women's Leadership in SMEs public launch event included a published article in USAID's Impact Blog. Due to the proactive efforts of USAID staff in the Gender Equality and Women's Empowerment Office, the Communications team was able to coordinate with USAID to cross-promote a blog article from Assistant Administrator of USAID's E3 Bureau Eric Postel.

## FORWARD STATEMENT

In the next reporting period, time will be immediately focused on planning out activities through the end of the KDMD contract. There is still a considerable amount of funding left and the MD and PE teams need to scope out activities with KDMD soon in order to ensure funds are spent by the end of the project on May 13. KDMD is hopeful that exciting opportunities can be scoped and implemented early in the new year, as findings and feedback from the Evidence Summit should inform priorities and focus areas for the MPEP Office.

Continued support will be provided for Learning Network engagement, web maintenance, and content and communications product development for the Microlinks and WLSME websites.

Additionally, three seminars under the Growing Economies Through Women's Entrepreneurship are planned for 2013, along with a potential Speakers Corner. There are also plans for a final EPS workshop in Latin America and a final seminar in that series. Additional priorities include identifying updates to the WLSME website and the development of a content management strategy which could support the sustainability of the site after KDMD's contract ends. Indeed, website transition, activity documentation, and transition handover strategies and development will be a critical component of KDMD's work during the final reporting period.

## KUDOS

"This looks terrific! Thanks so much – fantastic job!"

*- Lawrence Camp, USAID/MPEP PE Team Leader, about the Front Door Portal design slides*

"I wanted to thank you on behalf of USAID for your excellent work supporting this WLSME knowledge management activity. You've consistently displayed exemplary professionalism, showing yours and QED's comprehensive experience in convening these seminars and more importantly, building towards a community of practice in the longer term. I especially want to thank you for all the patient reminders, suggestions and questions about how to set up this first seminar in such a way as to build the best audience and feed the most materials onto the webpage..."

*- Anastasia de Santos, USAID/MPEP WLSME Activity Manager, to the KDMD WLSME Program Manager*

## 4. GRANTS UNDER CONTRACT PROGRAM

KDMD continued to administer grants and facilitate one learning network through the Grants Under Contract (GUC) Program over the past six months. This work yielded several exciting knowledge products and industry events. Below are highlights from the grantees' activities during the reporting period:

- Mercy Corps' "iIMPACT Brazil" completed its last deliverables under a no-cost extension and is coordinating with the KDMD team to prepare for a webinar.
- The KDMD grant team worked to close out the Omitrix, Inc. "Higher Education Finance" grant in June 2012.
- The "Seal of Excellence" grant with Results Educational Fund held an e-Consultation in July 2012 to help familiarize participants with the Seal of Excellence. The grant is due to end December 31, 2012 and the grantee is currently working to complete the final deliverables.

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

- To cover travel expenses for Aishwarya Ratan, Director of the Microsavings and Payments Initiative Innovations for Poverty Action, who co-presented at the May After Hours Seminar, "Matching Products with Preferences: Innovations in Commitment Savings for the Poor"
- To cover travel expenses for Boreth Sun, Deputy Chief of Party for Cambodia MSME, to serve as a moderator and co-presenter for the value chain session at the USAID Ag Core Course training event in Bangkok, Thailand
- To facilitate USAID's sponsorship of Making Cents International's 2012 Global Youth Economic Opportunities Conference as a Silver Level Partner
- To facilitate USAID's sponsorship of the 2012

SEEP Annual Conference as a Gold Plus Level Partner

- To cover travel expenses for Amanda Meyer, from Accenture, who co-presented at 2012 SEEP Annual Conference session entitled, "A New Take on Capacity Building for Market Facilitation"

### KNOWLEDGE & LEARNING

#### GROOVE Learning Network

The New Partners in Value Chain Development grant and GROOVE Learning Network concluded during this reporting period, following a 90-day extension through September 30, 2012. At the conclusion of the original grant agreement in June 2012, the GROOVE grantees attended a close-out workshop in Washington, DC. This workshop culminated in a reception that included USAID staff, members of the grantees' organizational leadership, and current and former KDMD staff who had been involved throughout the network. A series of video interviews were captured during this workshop, offering reflection on the impact of the learning network on the individual grantees and their organizations. These interviews and the workshop sessions also contributed to a Note from the Field produced by the KDMD team, and shared on Microlinks and through the Connections newsletter in August 2012.

During the extension period, the grantee organizations concluded their individual deliverables, as well as finalized their group deliverables as a network. These collaborative deliverables supplemented the network's two technical focus areas: monitoring and evaluation, and capacity building for value chain development programs.

The monitoring and evaluation deliverables included a series of two briefs drawing from the GROOVE member organizations' experiences, as well as from an advisory committee composed of thought-leaders in value chain development. These briefs are

available on Microlinks:

- Five Things Every Practitioner Should Know about M&E for Value Chain Projects
- Tacit Knowledge in Value Chain Monitoring

The capacity building for value chain development deliverables included a guide for organizations looking to administer a mentoring program, a self-assessment tool for mentor program participants, and a revised series of reference materials based on feedback from the GROOVE value chain development mentorship program that was implemented in 2011-2012:

- GROOVE Market Facilitation Mentoring Program Overview
- GROOVE Market Facilitation Mentoring Program Administrator's Guide
- GROOVE Market Facilitation Mentoring Program Reference Materials

Members from all four GROOVE grantee organizations also participated on a series of panels at the 2012 SEEP Annual Conference. The learning network participants presented a plenary session on “Measuring Impact in Market and Financial Systems—Rethinking the Current Paradigm” and a conference workshop on “A New Take on Capacity Building for Market Facilitation.” The finalized GROOVE knowledge products were distributed at both sessions and were well received by session participants.

## **COMMUNICATIONS**

In support of the e-Consultation on “Challenges to Achieving the Mission of Poverty Reduction: A Discussion with the Seal of Excellence,” hosted by KDMD grantee RESULTS Education Fund in July 2012, the Communications Portfolio provided basic support for the event page, invitations, and reminder emails. The Seal of Excellence was also featured in Connections with three news stories that covered the e-Consultation, the Seal's collaboration with the Social Performance Task Force and the Smart Campaign, and the initiative's new leadership.

Communications worked with K&L during the period to advice on grantee branding requirements and multimedia products that could come out of the GROOVE Learning Network's June meeting and provided some basic templates for their knowledge products. Also, the August Note From the Field, “Note From the GROOVE Learning Network: The Value of Integrated Value Chain Programming and the Learning Network Approach,” featured the grantees.

## **FORWARD STATEMENT**

With the conclusion of the GROOVE Learning Network grant extension in September 2012, work continues on the development of a “learning about learning” knowledge product led by the KDMD team in collaboration with former KDMD COR Lane Pollack. A draft of this document will be circulated to targeted USAID staff and implementing partners for comment in early 2013.

KDMD will continue to award TSFs and administer existing grants through the end of the contract.

## 5. ECONOMIC POLICY PROGRAM

The Economic Policy (EP) Program has continued to stay focused on two broad initiatives: the organization and implementation of the EG Overview (EGO) Course and the development of the Financial Services (FS) Certification Course. During this period, the Adult Learning & Training Portfolio collaborated with the EP course organizers to implement the seventh offering of the EGO course under KDMD. KDMD and the course organizers continued to seek opportunities to improve the course offering in the both the pre-workshop online stage and the in-person course stage. KDMD/GLS made significant strides in creating content and designing the user experience for the FS certification course. During this reporting period, KDMD/GLS also began designing and developing an online version of the Post-Conflict Course. Additionally, KDMD/GLS began working closely with USAID's new learning management system (LMS) team to build out the EP training space on USAID's new learning system. Part of this build-out includes transferring all of the learning modules from the EG Learning Center. This transfer process will coincide with the overall project close-out.

### **COMMUNICATIONS**

The Communications Portfolio has worked with the EP Program Manager to provide video capture for three of the FS certification sessions. Intended to supplement presentations and audio in the final e-learning product, these videos of presenters will be inset into the course to help learners maintain interest and connect with the material.

### **ADULT LEARNING & TRAINING**

#### **EGO Course**

The thematic Day Lead concept - where each day of the course has a daily facilitator who ties the sessions together - was introduced to the course in June 2011 and continues to make an impact during the training, via adjustments to the session topics and to the overall themes of the day. This expansion of the Course Organizer group continues to yield positive results and increases the ownership of the course among the USAID staff.

Several of the sessions, new to the course in the December 2011 iteration, were repeated due to positive participant feedback from the previous course. Steven Radelet, Chief Economist for USAID, opened the course on Day 1 as he presented the "Why EG?" presentation. The DCA presentation, new to the December 2011 course, likewise was moved from a lunchtime session and provided an official placement in the Day 3 activities. As before, this DCA session was successful and generated a number of participant questions, and also appeared later as a component of the Day 5 case study activity presentations. The Workforce Development presentation, moved from the pre-work screencasts in the previous course, was repeated with the addition of two new speakers, in this version of the EG Overview Course. Following on the heels of a successful implementation in December 2011, the Day 5 roundtable readout with the USAID technical advisors remained as a format in the readout of the week-long case study activity. Minor adjustments were made to provide additional opportunities for feedback.

The June 2012 version of the EG Overview Course experienced a number of Day Lead-initiated course content updates as well. In an attempt to keep the content of Day 2 current, the Day Lead added two new elements: first, the "Greek Case" sought to make a connection between micropolicy and current events, using Greece as the example; second, a special session on Sharia Law was added, intending to show how culture can have an effect on economic growth. The Day Lead on Day 4, the enterprise development-themed day, added a panel of USAID and implementing partners to discuss "Performance Monitoring and Attribution in Enterprise Development Projects." As mentioned previously, the Day 5 roundtable readout with the technical advisors proved to be another well-received addition to the EG Overview Course. For this iteration of the course, additional information about the backgrounds of the participants and the expectations regarding advisors' roles was provided. In addition, there was another level of feedback and synthesis after the initial participant readout,

which included both table-specific and overall group feedback, led by the technical advisors.

## FS Certification

During this reporting period, KDMD/GLS captured and created over a dozen presentations for the Financial Services certification course. The team experimented with different capture methods to improve the sound quality and video segments. For branding purposes, the capture team began to use the USAID banner as a backdrop to provide a clean and consistent background for the video segments of the certification course. Another substantial improvement made to the presentation capture was the decision to record the audio and video segments separately. Recording separately allows the presenter to be seated and more at ease when presenting the content that is only captured on audio. Additionally, KDMD/GLS can better ensure the quality of the audio through this method rather than extracting the audio from video recordings.

There are several upcoming sessions that will be captured and used for the FS Certification Course. The knowledge-check quizzes and case study activities are in progress with a target finish date of December 2012. KDMD/GLS is simultaneously working with USAID's LMS team to build out the certification course on USAID's new LMS platform. The launch of this first certification course is planned for January 2013. KDMD/GLS is also preparing to begin work on the next certification course on trade, which the team aims to finish by the end of the KDMD contract.

## Post-Conflict Online Course

The EG in Post-Conflict Countries course team began working with KDMD to develop an online version of their course. This course had been the second most popular course offered to EG officers, after the EG Overview Course, as a large number of the new Foreign Service Officers have been placed in post-conflict countries. During the KDMD project, this course was offered five times and although demand for the in-person offering has decreased, the accessibility of the course content is still very important. Therefore, KDMD/GLS

is building online modules for each of the course sessions, including several case studies, exercises and knowledge quizzes. The team also hopes to include links to two popular films used in the in-person course which have proven to be effective learning tools. This new online course will be loaded to USAID's new LMS once it is complete.

## KUDOS

*For the EGO Course in June 2012*

"This day [Day 4] was by far the best. There were a variety of training formats (games, panels, case studies, discussions)."

"Overall, this training was fantastic. Thank you for putting this together. I read that every hour of actual training USG requires experiences at least 8 hours of coordination/planning/preparation - thank you all for putting in the time."

## FORWARD STATEMENT

The last EP in-person course to be offered under KDMD will take place in December 2012. As with each iteration, KDMD and the EP course organizers will incorporate feedback and lessons learned from past iterations to ensure the next offering is as effective as possible.

KDMD/GLS will complete the final pieces of the FS certification in the coming period and the team seeks to launch the course in USAID's new learning platform in early 2013. This will be a "soft launch" to a selected group within the EP Office and a more formal launch will be announced once USAID's new LMS is in full operation. In late 2012 or early 2013, KDMD/GLS will begin working on the Trade Certification Course, with plans to finish this second certification course before May 2013. In 2013, KDMD will also begin meeting with the next EP training contractor, Development & Training Services, to transfer training materials and resources. As with all other programs across KDMD, the EP Program will carry out the necessary documentation and archiving for the end of project close-out.

## 6. FOOD SECURITY/AGRICULTURE PROGRAM

The Food Security/Agriculture (FS/Ag) Program continued to creatively and efficiently support the USAID Bureau for Food Security's knowledge management goals during this reporting period. The program implemented a suite of recurring monthly seminars and activities, as well as two 5-day training courses, one 2-day course, and two short training webinars. In addition, members of the FS/Ag team participated in several knowledge sharing meetings to promote the Agrilinks brand and build connections with USAID staff, implementers, and KM practitioners.

The Agrilinks website stood at the center of the program's activities, serving as the hub through which many KDMD and BFS knowledge sharing efforts were honed and promoted. KDMD made successful efforts to increase the content and the membership base for Agrilinks during this period. The FS/Ag Program initiated an Agrilinks upgrade process in Spring 2012, beginning with a discovery phase to gauge user needs and culminating in the launch of an upgraded site in mid-November 2012.

During this reporting period, the FS/Ag Program implemented a long list of activities to support its three main objectives:

**Objective One:** Develop and grow the knowledge base of agriculture and agriculture-led food security approaches, tools, and lessons learned from the field.

- Organized eight public seminar/webinar events, including five Agriculture Sector Council Seminars and three Special Events
- Published event screencasts, audio files, and transcripts to the Agrilinks library
- Continued the new "Video Note" video series; produced four video interviews with implementers highlighting lessons learned from their projects
- Recorded and published numerous video interviews from relevant conferences and events

- Held two #AskAg Twitter chats, allowing Twitter users to ask questions of experts
- Facilitated Natural Resources Management and Climate Change Global Learning and Evidence Exchange (GLEE) Event
- Refined and tested the "Life in the Village" simulation activity

**Objective Two:** Improve knowledge flows within BFS; between BFS and other USAID offices and missions; and between BFS, partners, and implementers.

- Strengthened the Agrilinks knowledge sharing platform; continued to make the Agrilinks website more user-friendly and attractive
- Met with potential partners both within and outside USAID to discuss how the Agrilinks platform could assist them in sharing information with their desired audience
- Facilitated two online training events to allow USAID/Washington staff to teach mission staff and implementing partners about Feed the Future reporting requirements and the Women's Empowerment in Agriculture Index
- Grew the number of resources in the Agrilinks library and the number of external events listed on the site
- Increased Agrilinks' social media presence on Twitter, Facebook, and YouTube
- Tested a second Agrilinks working group in conjunction with the July 2012 Agriculture Core Course to allow participants to view and share resources
- Supported BFS in making changes and updates to the Feed the Future website
- Distributed Agrilinks promotional materials, including one-pagers and bookmarks, to boost awareness of the brand and of opportunities to engage

**Objective Three:** Build the professional and technical capacity of USAID staff to design, implement, and manage effective agriculture and agriculture-led food security programs.

- Collaborated with USAID staff to refine training content for new and existing courses
- Engaged USAID/Washington and mission staff in continuous learning through seminars and webinars on a variety of relevant technical topics
- Trained 16 USAID staff at the September 2012 Agriculture Overview Course
- Implemented the first regional edition of the Agriculture Core Course in Bangkok, Thailand for 24 USAID staff
- Implemented the pilot Agriculture Project Design Course for 16 USAID staff
- Initiated planning for a new Climate-Smart Agriculture Course

## WEB DEVELOPMENT

### Agrilinks Website

The Food Security/Agriculture Program aims to promote the exchange of lessons learned and key technical approaches to increase the impacts and reach of investments in agriculture and food security. One of the program's cornerstone activities has been the launch, expansion, redesign, and upgrade of the Agrilinks website ([agrilinks.org](http://agrilinks.org)).

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

- Bring Agrilinks audiences into engagement with each other to share ideas, network, and learn from each other through the blog, social media, AgExchanges, and working groups
- Make technical knowledge consumable in multiple formats, including video interviews, screencasts, and blog entries
- Extend the reach of training and seminar events with webinars, screencasts, comments, blog

entries, and social media

- Be audience-centric, responding to and acting on individual audience needs and interests by reviewing surveys to incorporate feedback into activities and programs, and providing feedback buttons and subscription opportunities

In addition to contributing and managing Agrilinks content, KDMD oversees the growth and development of the site in consultation with BFS. The site has been supported by the Web Development team, development partner Zaloni, the Food Security/Agriculture Program Manager and Project Coordinator, the Communications team, and a part-time Site Manager. The Agrilinks Site Manager leads quality assurance (QA) and coordinates the KDMD team around new features and requests.

Please see the Communications section later in this chapter for more information about specific Agrilinks-related activities undertaken during this reporting period, including site promotion, blog posts, social media, and the new Agrilinks eUpdate.

### Agrilinks Redesign and Upgrade

During the previous reporting period, KDMD completed the discovery phase of the Agrilinks website upgrade to plan strategically, comprehensively, and sustainably for site improvement and expansion. Through surveys and focus groups, KDMD came to better understand how BFS staff and Agrilinks users experience the site and where there are opportunities to design an upgraded version to better meet their needs. KDMD recommended that Phase II be a complete redesign: a stand-alone site built on Drupal 7, separate from the KDID portal.

During this period, a final set of design slides were approved, wireframes were annotated, and KDMD managed the development process with Zaloni. Using lessons learned from the Jamaica Partners for Education Progress website extraction process, all of the Agrilinks members and content were extracted from the shared KDID database and migrated to

the new installation. In September and October, the Communications and Web teams extensively tested the development version of the upgraded site for quality assurance (QA), in order to ensure that the new website was ready to be launched publicly. This included testing various components of the site's functionality, as well as comparing the new site with the design slides. The new site launched on November 19, 2012, and continues to undergo additional QA testing to ensure that functionality and aesthetics are in line with established ideals.

The upgraded Agrilinks site reflects the following key changes:

- Added “Activities” pages to showcase USAID-funded agriculture activities
- Added a media gallery to organize all multimedia content on the site (e.g., screencasts, videos, audio)
- Redesigned the homepage to contain dynamic content streams for the blog, news, media gallery, members, and Twitter feed
- Added Feed the Future banner to the top of the site
- Simplified the content submission forms to allow users to contribute events, library resources, and news articles more easily
- Redesigned Agrilinks event pages to feature a prominent event resources section that aggregates screencasts, transcripts, audio, interviews, and summary information on a single page for each event
- Redesigned overall appearance of site to be more attractive and intuitive
- Simplified account creation and profile maintenance processes



Figure 15: The redesigned Agrilinks incorporated user feedback gathered through many different channels to offer a streamlined site with new features, like the media gallery shown here.

## Agrilinks Analytics

During this period, there was a total of over 14,000 unique visitors (14,736 total) visiting the site over 25,000 times (25,819 visits) from around the world. Users visited from over 168 countries. This marks an increase of over 200 percent in the number of visitors since the previous reporting period. The top ten countries in order of frequency were United States, India, Kenya, United Kingdom, Ethiopia, Uganda, Canada, Italy, Philippines, and the

Netherlands. Trend data by month for new visitors, returning visitors, visits, and pageviews shows increases monthly with only a slight dip in August in some cases (consistent with the summer lull in new content and participation in all KDMD activities). Furthermore, due to the transition to the new Agrilinks site, Google Analytics was disrupted from November 19 until November 30. This explains the relatively low monthly web visits for November.

**Table 4: Agrilinks Monthly Analytics for Key Indicators (May-November 2012)**

MONTH	VISITS	UNIQUE VISITORS	UNIQUE PAGEVIEWS	NEW VISITORS	RETURNING VISITORS
May	5,880	3,449	11,281	2,813	3,067
June	4,163	2,591	8,606	2,007	2,156
July	4,104	2,694	7,930	2,255	1,849
August	3,142	2,120	6,672	1,695	1,447
September	4,345	2,977	8,431	2,477	1,868
October	4,223	2,775	7,555	2,285	1,938
November (1-19th)	2,727	1,881	5,099	1,528	1,199

### Feed the Future Website

Day-to-day management of the Feed the Future website (feedthefuture.gov) rests with Jennifer Cupp of USAID/BFS. The KDMD Web team provides technical/administration guidance and troubleshooting as needed and the Communications team's Graphic Designer provides design support. In support of the Feed the Future website during the period, the Graphic Designer completed the following tasks:

- Updated Feed the Future logos
- Provided feedback and design support on Feed

the Future interactive decision tree

- Provided feedback and design support on a Feed the Future infographic
- Updated progress page for phase 2
- Created "Researchers" landing page showing different functionalities
- Created an annotated style guide

### Private Sector Engagement Hub

The Private Sector Engagement Hub went live on the Feed the Future website in early November

2012. This feature targets private organizations that wish to learn more about partnership opportunities with Feed the Future. It provides straightforward information about Feed the Future's needs, resources, and existing partnership models. It also contains a list of useful resources on public-private partnerships in international development and a glossary to help bridge the gap between government and the business world.

KDMD worked with USAID/BFS and Free Range, a graphic design company, to create an infographic for the Private Sector Engagement Hub that depicts opportunities for public-private partnerships across Feed the Future's value chain approach. The infographic includes three "Partnership Snapshots" that highlight successful relationships between USAID and private sector partners to pursue agricultural development objectives.

The Web team continues to work with BFS and Free Range on a Private Sector Hub Partnering Tool, which is expected to go live on the Feed the Future site in early 2013. This interactive "decision tree" tool will enable a systematic, coordinated triage of partnership inquiries; make it easier to match potential partner interests with the needs of Feed the Future; and provide a mechanism to capture leads for follow-up.

### Researchers Landing Page

The Web team developed and launched the Feed the Future Research landing page in September 2012. This section of the site highlights and organizes key information for existing and potential Feed the Future research partners. It contains an up-to-date list of research opportunities, including fellowships, grants, and other programs.

## KNOWLEDGE & LEARNING

The K&L Portfolio supported the Food Security/ Agriculture Program this reporting period through seminars, special events, trainings, workshops, and conferences. The K&L Portfolio continued to provide support to BFS's ongoing Agriculture Sector Council Seminar Series. In addition, the K&L Portfolio provided support for two special seminars,

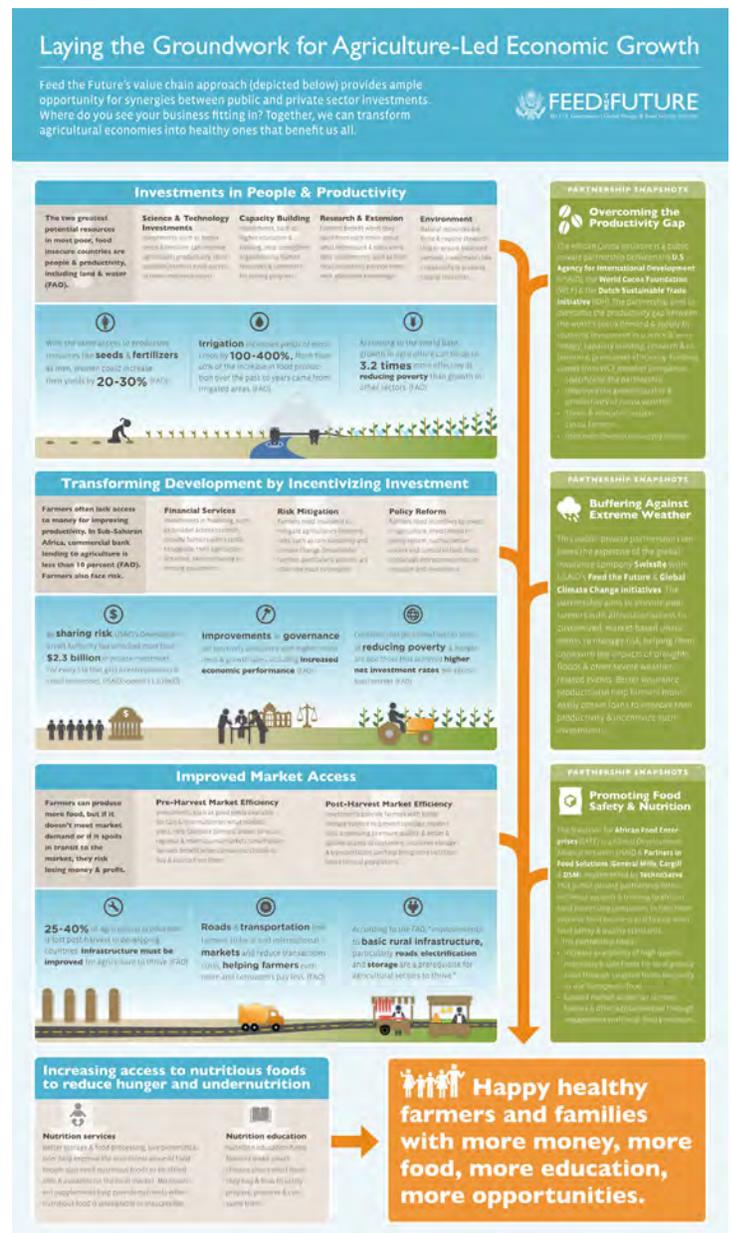


Figure 16:

KDMD is helping Feed the Future look for innovative ways to explain partnership opportunities, as illustrated in this infographic.

the USAID BFS Activity Manager, held a seminar review session to analyze aggregated evaluations from the previous year’s events and discuss creative enhancements to both the planning process and the participant experience for Agrilinks-branded seminars. Key achievements as well as areas for improvement were discussed and many ideas were presented to the team for future consideration including:

- Enhancing the seminar experience through the utilization of alternative formats, improved Q&A, and increased opportunities for follow-on conversations
- Adjusting webinar layouts to improve participants’ online experience
- Improving accessibility to post-event products by investigating alternative formats and sharing platforms
- Adding iCal files and an interactive map of the Ronald Reagan Building to email invitations to facilitate audience attendance

### Seminars

The K&L Portfolio supported the Food Security/ Agriculture Program this reporting period through the ongoing Ag Sector Council Seminar Series and several special events. For all events, the K&L team designed and facilitated webinars, captured audio/ video, and developed interactive learning products. Post-event learning products were posted in the Agrilinks library within approximately one week of each event, a turnaround time that encouraged maximum visibility on the website.

#### Ag Sector Council Seminar Series

The Ag Sector Council Seminar Series is a monthly seminar series that highlights the latest developments in agriculture and food security, explores tools for effective programming, and discusses key lessons learned with industry experts. During this reporting period, the K&L team provided support for 5 seminars that reached a total of 488 participants (both in person and via webinar) and generated important participant feedback through the completion of 190 surveys. Ag Sector Council

Seminars held during this reporting period included:

- “Setting Investment Priorities for Achieving Poverty Reduction and Food Security,” presented by Shenggen Fan (IFPRI) on May 30, 2012

**30** in-person    **39** webinar

- “Cereals and Ag Development: For the Health of it!” presented by Curtis L. Weller (Jefferson Science Fellow/USAID) on June 27, 2012

**46** in-person    **51** webinar

- “Fishing for the Future: The Why and How of Nature’s Most Abundant Protein Source,” presented by Bryan Gillooly (USAID) and Richard Volk (USAID) on July 25, 2012

**51** in-person    **64** webinar

- “Sustainable Aquaculture and Food Security,” presented by Harry Rea (USAID), Randall Brummett (World Bank) and Richard Grainger (FAO) on September 26, 2012

**61** in-person    **75** webinar

- “Animal Source Foods and Child Cognitive Development,” presented by Montague Demment (APLU) on November 14, 2012

**36** in-person    **35** webinar



Figure 17:

Monthly Ag Sector Council events attract participants from a wide range of sectors, both inside and outside USAID.

## Special Seminars

In addition to the ongoing seminars, the K&L Portfolio also provided support for two special seminars:

- The K&L Portfolio provided capture and technical support during the “Enhancing Livestock Resilience and Pastoral Livelihoods in Africa” special seminar held at QED on May 17, 2012. This seminar was organized into two parts and the K&L Portfolio helped BFS and presenters design effective webinar formats and capture pertinent information for post-event products. Presentations were given by Francis Chabari (CNFA), Jurjen Draaijer (CNFA), and John McPeak (Syracuse University).

64 in-person 75 webinar

- On May 31, 2012, the K&L Portfolio provided technical and capture support for a special seminar on “Emerging Land Issues in African Agriculture: Implications for Food Security and Poverty Reduction Strategies.” This event was held at QED with presentations given by Thomas Jayne (Michigan State University) and Karol Boudreaux (USAID).

64 in-person 102 webinar

## Online Facilitation

### Feed the Future Monitoring System Guidance Review Training Webinar

On September 25, 2012, John Spears and Anne Swindale of USAID/BFS discussed new features of the Feed the Future Monitoring System during a 2-hour webinar managed by the KDMD project. The webinar provided updated information about Feed the Future reporting requirements to USAID mission staff and implementing partners and solicited numerous questions from system users. KDMD supported the webinar through participant outreach, presenter dry-runs, webinar facilitation, and technical support. Approximately 50 participants from at least 11 countries joined the event.

### Women’s Empowerment in Agriculture Index (WEAI) Training Webinar

On November 9, 2012, KDMD facilitated a 2-hour

training webinar on the Women’s Empowerment in Agriculture Index, which was attended by 37 participants from at least 7 countries. Emily Hogue of USAID/BFS and Hazel Malapit of IFPRI discussed the purpose of the Index for Feed the Future, explained how it is used as monitoring indicator and a diagnostic tool, and gave important information about resources to help with data collection and analysis. Online participants engaged with the presenters via the Adobe Connect chat function. The webinar recording remains a frequently-accessed resource on Agrilinks.



Figure 18:

The ABSPII project, whose presenters are shown here, fully utilized KDMD’s capabilities in capturing and disseminating of knowledge by organizing a full-day workshop.

## Special Events

### The Agricultural Biotechnology Support Project (ABSPII) and Product-Driven Capacity Building for Emerging Markets Workshop and Webinar

The K&L Portfolio provided support during a full-day ABSPII workshop held on June 5, 2012 in Washington, DC. KDMD supported both the in-person event as well as an ongoing webinar, allowing remote participants to come and go as needed. Presentations were given by W. Ronnie Coffman (Cornell), Frank Shotkoski (Cornell), Sahara Moon Chapotin (USAID), Wilberforce Tushemereirwe (National Agricultural Research Organization), Randy A. Hautea (International Service for the Acquisition of Agri-biotech Applications), Desiree Hautea (University of the Philippines Los Banos), and K. Vijayaraghavan (Sathguru Management Consultants Pvt Ltd).

64 in-person 102 webinar

### **Climate Change and Natural Resource Management Global Learning and Evidence Exchange (GLEE) Event**

This USAID GLEE event, held on June 14, 2012 in Washington, DC, raised awareness of the critical role of natural resource management and climate change in agricultural and food security programming and identified key messages and approaches that could be used to achieve more effective cross-sectoral integration. The event featured case examples from three USAID missions (Cambodia, Tanzania, and Haiti), a panel discussion, and audience break-out activities. KDMD provided logistical support for the GLEE and the K&L Portfolio recorded presentation audio in order to create screencasts and other post-event resources.

### **Agricultural Core Course Regional Pilot (Bangkok, Thailand)**

The K&L Portfolio, in collaboration with the ALT Portfolio, provided support for the first regional Agricultural Core Course that was held in Bangkok, Thailand, from July 16-20. The K&L Portfolio worked with course presenters and the USAID training facility in Bangkok to successfully bring in three remote presenters (Jeanne Downing, Lane Pollack, and Kristin O'Planick of USAID) for a session on value chains. This remote presentation enhanced the content of the course and provided the KDMD project an opportunity to work closely with USAID staff worldwide.

### **Gender Global Learning and Evidence Exchange (GLEE)**

The K&L Portfolio, along with the Communications and A&L Portfolios, provided support to the BFS gender team during this reporting period to plan for a series of activities and events leading up to an in-person event on gender integration into Feed the Future programs. The pre-event activities include a survey, e-Consultation, Blog Carnival, and Twitter Chat. With the exception of the survey, all activities will be implemented in the following reporting period in preparation for the GLEE in-person event that will be held in March 2013.

### **Feed the Future Private Sector for Innovation Cooperative Agreement Event**

On November 14, 2012, the K&L Portfolio recorded an event hosted by Fintrac at the Ronald Reagan Building to launch the USAID Partnering for Innovation Program. Post-event products—including a screencast, transcripts, and audio files—were produced from the recording and shared with Fintrac. These resources will also be uploaded to the Agrilinks website in the next reporting period.

## **COMMUNICATIONS**

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

- Collateral development
- Agrilinks upgrade
- Analytics support
- Video development
- Social media outreach
- eUpdate production

In addition to these activities, the Communications team played an integral role in maintaining and updating content on Agrilinks and continued outreach and engagement for the site. KDMD's outreach efforts have focused on engaging USAID staff, missions, select partner organizations, and the industry as a whole through venues and channels appropriate to each. By reaching out to these various audiences, the team has worked to build channels to both capture knowledge about agriculture-led food security and effectively organize and disseminate it to provide increased value to the greater agriculture

and food security community. KDMD's Graphic Designer also provided continuous design support for various site graphics.

The Communications team took part in leading several presentations at various conferences and events to promote the FS/Ag Program. At the FSN Network Meeting in Ethiopia, KDMD presented at a session to showcase the Agrilinks website. During the FSN Network Meeting in Washington, DC, KDMD presented at the FSN Network open house. During the World Bank Share Fair, the Communications team joined other KDMD members to showcase the Agrilinks website,

demonstrating what Agrilinks can contribute to the knowledge management and agriculture/food security community. The KDMD team also collected numerous contacts for future collaboration with other agriculture and food security initiatives.

### Collateral Development

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

- Designed Agrilinks Prezi for conference and presentation use
- Updated the Agrilinks one-pager and bookmark for distribution at conferences and events
- Created table tent with QR code to provide conference attendees with an additional way to access the Agrilinks website
- Created Agrilinks Poster to display at conferences
- Created "Decision Tree" handout to promote the new Agrilinks Library
- Created Gender GLEE flyer design



Figure 19: Agrilinks collateral is designed to be both creative and interactive: The decision tree handout playfully invites people to learn more about the library. The Prezi pairs a low-tech bulletin board design with a high-tech presentation tool to provide a fun site overview. The QR code offers conference participants easy access to the website from their mobile devices.

Agrilinks collateral was showcased and distributed at the following events:

- World Bank Share Fair (Washington, DC)
- FSN Network Meeting (Ethiopia & Washington, DC)
- Cracking the Nut Conference (Washington, DC)
- USAID Ag Core Course (Bangkok) and Ag Overview Course (Washington, DC)
- SEEP Annual Conference (Arlington, VA)
- The World Food Prize (Des Moines, IA)

## Agrilinks Upgrade

The Communications Portfolio worked closely with the Web team during the Agrilinks upgrade process. During this period, the Communications team participated in meetings to provide input to the Web team on design and functionality decisions. As part of the upgrade process, KDMD's Graphic Designer created or redesigned 73 design slides. An online style guide was also created. Toward the end of the reporting period, the new Agrilinks website was made available on the development testing server. The Communications team joined the Web team in extensive quality assurance (QA) testing to ensure that the new site website was ready to be launched publicly. This included testing various components of the site's functionality, as well as comparing the new site with the design slides. This activity continued into the next reporting period.

## Analytics

During this reporting period, Communications worked with the A&L team and the Web team to develop a comprehensive analytics report that incorporated both web analytics and social media analytics. The following social media statistics are captured in the report:

- **Blog:** Monthly views, top five posts
- **Facebook:** Page posts, new "likes," total "likes," friends of fans, people talking about posts, weekly total reach, total site visits from Facebook, top five posts

- **Twitter:** New tweets this month, total (lifetime) tweets, monthly clicks, new followers, total followers, retweets, total site visits from Twitter, top five clicks, top retweets
- **LinkedIn:** Total site visits from LinkedIn
- **YouTube:** Videos posted, total videos, new views, total (lifetime) views, top three videos
- **eUpdate:** Total number on MailChimp list, sent, successful deliveries, opens, unique clicks, total site visits from eUpdate, top stories

Communications began contributing to the monthly report in October.

## Video Development

Due to the strong viewership and positive responses from Agrilinks video series in the previous two reporting periods, Communications continued to conduct interview recordings for the Ag Sector Council Seminar Series as well as other special events/activities as requested. The Communications team developed a new video series, "KM Insights," to showcase the successful use of knowledge management in development. The first video in this series featured Alan Duncan of ILRI on harmonizing knowledge management and research.

During this period, four Video Notes were produced:

- Rikin Gandhi of Digital Green on Digital Green's successful approaches to ag development
- Beth Cullen of ILRI on innovation platforms and the Nile Basin Development Challenge
- Shukri Ahmed of FAO on index-based weather insurance
- Steve Sonka of the ADM Institute for the Prevention of Postharvest Loss on the issue of postharvest loss

Prior to attending the World Food Prize in Des Moines, IA, the Communications team developed four videos highlighting successful Feed the Future projects to be featured during the Feed the Future side event. These videos incorporated video segments from various partners and required advanced editing.

The Communications team also filmed and published video interviews for the FSN Network Meeting (Ethiopia) and The World Food Prize (Des Moines, IA). Filmed interviews from the The World Food Prize and The FSN Meeting in Washington, DC are awaiting production.

Communications also repurposed existing training footage to be used at the Ag Core Course in Bangkok.

The following table summarizes the number of the new videos in KDMD’s growing multimedia library over the last six months:

**Table 5: Agrilinks Videos**

VIDEO SERIES	NUMBER OF VIDEOS
Ag Sector Council Greenroom Interviews	6
Video Notes	4
KM Insights	2
Special Seminar Greenroom Interviews	1
FSN Network Meeting (Ethiopia)	12
FSN Network Meeting (Washington, DC)	9
World Food Prize Interviews	13 total filmed, 2 finalized
World Food Prize Feed the Future side event videos	4
<b>Total</b>	<b>40</b>

### Expanded Social Media Outreach

Social media has continued to open up tremendous opportunities for enhanced engagement between USAID and its partners. Social media use by the KDMD team has allowed BFS to broaden its reach and respond to different audiences through different learning styles. As part of outreach and engagement efforts, the Communications Portfolio has been implementing a social media strategy in alignment with USAID’s efforts.

### Blog

The Agrilinks Blog continued to gain traction during this period with approximately 100 blog posts published, as compared to 51 in the last reporting period. In this period, there were 8,839 unique views of all blog posts on Agrilinks respectively (as compared to 3,203 during the last reporting period). Communications distributed blog guidance to various partners and key stakeholders to assist with the writing and development of blog posts. The Communications team also provided support on copy-editing, formatting, and meta-data tagging for all blog posts.

### Twitter

The Communications team continued to integrate Twitter into Food Security/Agriculture Program activities. By the end of this reporting period, the Agrilinks Twitter account posted approximately 1,100 total tweets (566 total last reporting period), had a total of 1,284 unique followers (800 total in the last reporting period), and was listed 45 times (25 total last reporting period). The Communications team continued to develop a list of key partners to monitor on Twitter to increase engagement opportunities and continued to use Twitter for partner engagement by cross-posting with various individuals and organizations. Communications also live-tweeted during all Agriculture Sector Council Seminars. During this period, Agrilinks received 684 unique visits via Twitter.

### #AskAg Twitter Chat

One of the main social media initiatives during this reporting period was the continuation of the #AskAg Twitter Chats. This period, two chats were held:

- “Feed the Future Learning Agenda” featuring Emily Hogue (USAID/BFS) and Magda Ismail (The Millennium Challenge Corporation)
- “Women in Cross-Border Agricultural Trade” featuring Caren Grown (USAID/PPL) and Deborah Rubin (Cultural Practice, LLC)

The goal of Agrilinks Twitter chats is to create a space for individuals and organizations to ask

questions of featured experts and discuss a selected topic. A hashtag is used to keep track of the conversation, and this format is useful because it is easily accessible online or via mobile around the world. It also continues to provide KDMD with the opportunity to use an innovative platform for connecting development practitioners and showcase USAID as a leader in innovative approaches to knowledge management.

During this reporting period the Communications team worked with the A&L team to develop a survey to capture feedback from Twitter chat participants. During the first Twitter chat of this reporting period, the survey responses were low, so to increase participation KDMD tweeted the survey multiple times during the event and sent targeted message directly to users. This successfully increased the survey response rate.

Overall, by the end of this reporting period, the Communications team further solidified the process for Twitter chats and standardized a number of best practices.



Figure 20:

The #AskAg Twitter chats, like the one pictured here with Caren Grown and Deborah Rubin, continue to gain popularity.

### **Additional Social Media**

During this reporting period the Communications team continued to utilize LinkedIn to connect with the agriculture and food security audience by posting event announcements within pre-existing groups on relevant topics. The Communications team continued to use Facebook for promotion and engagement through enhanced Agrilinks



Figure 21:

KDMD's Twitter 101 training was originally developed to provide a basic understanding of how Twitter works to USAID staff participating in Agrilinks' Twitter chats.

status updates that include photos, which have been demonstrated to increase Facebook activity. All videos created by KDMD continue to be uploaded to the Agrilinks YouTube account. The Communications also finalized a recording of a "Twitter 101" training. This was widely promoted and distributed to USAID staff and partners.

### **Enhanced event support**

The Communications team supported the Food Security/Agriculture Program during five Agriculture Sector Council Seminars and three special events held during this period. Communications continued to provide general support around invitation preparation and dissemination for the program's events. Invitations reached an audience of approximately 4,548 people on average (compared to 3,642 in last period). In addition to initial invitations, recipients also received a reminder email prior to the event and a follow-up email after the event to provide the event screencast, presentation, blog post summary, survey, and/or other relevant resources. Overall during this period, the Food Security/Agriculture Program mailing list grew 12 percent to a total of 4,846 contacts. Communications continued to implement enhanced event features for all events including live-tweeting, photography, blogging, and greenroom interviews.

### **eUpdate**

To provide the Agrilinks audience with regular updates on site activity, the Communications team developed the eUpdate newsletter. During the

last reporting period, the concept, layout, design, and template were finalized. During the current period, six eUpdate newsletters were sent out. The eUpdates showcased the latest activity on Agrilinks

including blog posts, library resources, event resources, upcoming events (both Agrilinks and outside events), community activity (tweets from the Agrilinks community) and more.

**Table 6: eUpdate Summary Statistics**

*Please note that during this reporting period, KDMD was working to resolve email delivery issues related to USAID’s mail server. This is reflected in Table 6, where KDMD attempted to increase delivery rates by sending emails in separate batches. In September, KDMD made use of a new MailChimp batch delivery feature that has increased USAID email delivery. Please see the section on MailChimp within Chapter 14: “Cross-Project Initiatives” for more information.*

EUPDATE	CAMPAIGN SEND DATE	NUMBER OF RECIPIENTS	OPEN RATE	CLICK RATE	SUCCESSFUL DELIVERIES
May 2012	5/21/12	4,600	22.3%	6.0%	4,324
June 2012	6/18/12	4,347	23.7%	7.8%	4,277
July 2012 (Main list)	7/23/12	4,358	16.8%	6.1%	4,294
July 2012 (USAID Batch 1)	7/23/12	257	0	0	168
July 2012 (USAID Batch 2)	7/23/12	258	1.2%	1.2%	81
August 2012 (Batch 1 - Attended 3 Ag Sector Councils)	8/20/12	119	34.5%	16.4%	116
August 2012 (Main list)	8/20/12	4,865	20.9%	5.8%	4,382
September 2012 (Batch 1 - Attended 3 ASCs)	9/24/12	112	30%	9.1%	110
September 2012 (Main list)	9/24/12	4,617	20.2%	5.6%	4,394
October 2012 (Batch delivery for entire list - sent to ~200 people at a time in 1 hour intervals) *This was during the week of Hurricane Sandy, so lower opens may reflect this	10/30/12	4,485	13.9%	4.5%	4,448

## **ADULT LEARNING & TRAINING**

### **Agriculture Core Course (July 2012)**

In July 2012, KDMD brought the Agriculture Core Course to the field for the first time, holding the training at the USAID Asia Regional Training Center in Bangkok, Thailand. Four members of the FS/Ag Program's training team traveled to Bangkok to manage logistics, monitor the curriculum, and facilitate the course. This effort allowed a group of USAID Mission Foreign Service Nationals (FSNs), who otherwise would have had trouble traveling to the U.S., to participate in this important training. It also allowed regional presenters—including representatives from the UN Food and Agriculture Organization, the Asian Development Bank, and the USAID Regional Development Mission for Asia—to contribute their expertise on Asian agriculture issues to the curriculum. Eleven USAID/Washington staff traveled to Bangkok to present at the course, and many of them stayed for the full week. The consistent presence of DC staff in Bangkok provided a more intimate, retreat-like feel and encouraged additional engagement and networking between presenters and participants.

The successful training provided 24 participants (agriculture officers and other employees managing agriculture programs) with an understanding of current policies, technical approaches, and best practices for increasing rural incomes and reducing hunger. KDMD closely monitored the success of this regional implementation through on-site observations, participant evaluations, and an After-Action Review, in order to determine whether USAID should put future resources into holding regional trainings outside of Washington, DC.

### **Agriculture Project Design Course (October 2012)**

A new week-long Agriculture Project Design Course took place in Washington, DC from October 1-5, 2012. KDMD held several focus groups and scoping meetings with the USAID Bureau of Policy, Planning, and Learning (PPL) to discuss course content and ensure the agenda was properly based on Agency project design guidance. This pilot activity required a concentrated effort in August and

September to finalize session objectives, select course presenters, and work with presenters to refine the curriculum. The course helped participants meet the following objectives:

- Understand how the USAID project design process applies to Feed the Future and the agriculture sector
- Understand the analytical needs and the programming processes to complete a project design
- Apply learning to a mission's project design processes

Fifteen USAID staff, one Millennium Challenge Corporation (MCC) staff person, and one independent consultant contributed to the course as presenters. Because of the pilot nature of the course, the number of participants was kept relatively small at 16. Major session topics included the Program Cycle overview, defining the problem, logical frameworks, stakeholder analysis, Project Appraisal Document (PAD) content and process, special topics in the analytical stage, and closing the Project Cycle.

### **Agriculture Overview Course**

The fifth iteration of the 2-day Ag Overview Course was held in early September, featuring minor curriculum changes from the September 2011 course. Sixteen participants, including ten Development Leader Initiative staff (DLIs), attended the course - a slightly smaller class-size than usual due to the declining number of DLIs in Washington still in need of basic agriculture training. Fourteen subject matter experts from USAID and partnering organizations lent their support as presenters, outlining the importance of including nutrition, vulnerable populations, market competitiveness, and other cross-cutting areas in agriculture programs.

### **“Life in the Village” Simulation**

The Food Security/Agriculture team continued to refine and test the “Life in the Village” simulation activity with the goal of making the materials available for “off-the-shelf” use by interested parties. The activity, originally created by Lena Heron and Anicca Jansen of USAID for the Agriculture

Core Course, allows participants to role play as heads-of-household in a small, poor village in a developing country, and guides them to make difficult decisions about where to place their resources. The simulation has expanded to include three villages of differing levels of wealth and market access, each with household balance sheets, shock cards, an accompanying facilitator's guide. KDMD implemented a successful round of the simulation

at the Ag Core Course in Bangkok, focusing on two out of the three villages in order to simplify the facilitation and messaging. KDMD also led a session for 20 participants at the Food Security and Nutrition Network's knowledge-sharing meeting in mid-November, showcasing a slightly compressed version of "Life in the Village" simulation and leading a group discussion on the utility of simulation activities.

## KUDOS

*Evaluations for "Life in the Village" simulation at FSN Network meeting*

"It made me really think through what happens" "Excellent tool for learning"

"Simple, innovative, fun, eye-opening" "Very illuminating and fun!"

"A positive hands on tool that succeeded in educating. Facilitators did a great job explaining and interacting."

"We wanted to reiterate our thanks for your great work on the #AskAg Twitter Chat on Women in Cross-Border Ag Trade. Your skill, patience, and warmth really put our experts at ease and led to a great event. The chat provided a really unique, exciting opportunity to distill our important messages across an innovative medium and reach new audiences operating across trade, policy, agronomy, and gender. We're looking forward to exploring the new resources and partnerships that came out of the event. Thanks again! The EAT team"

*- Eric Firnhaber, EAT/Fintrac*

"[I]n regard to the Greenroom Interviews that took place at our World Food Prize events last October, the videos are wonderful. It was so uplifting to hear about the featured organizations' objectives and why they come to the World Food Prize every year. With permission, I would love to embed your videos within our YouTube channel and post them to social media."

*- Crystal Harris, Special Assistant to the President, The World Food Prize Foundation*

"Thank you very much. We really appreciate this - it's an excellent video and we're honored to be able to work with Agrilinks on shared topics. We've gone ahead and publicized this Video Note interview on our Facebook, Twitter, and website."

*- Grace R. Kenney, ADM Institute for the Prevention of Postharvest Loss*

"I saw the screencast for the previous "Fishing for the Future" seminar on KDID. It is extremely well done and user friendly. Very clean looking. The audio is clear and it has some really neat features like the search function. Very cool!"

*- Rachel Zipper, USDA/ARS*

"Very impressive! I liked it a lot. It made me smile... How did they get the shot of people holding the eUpdate paper? Photoshopped or real, very cool! I also like the juxtaposition of the old school bulletin board on a Prezi. It did a good job of hitting all of the points."

*- Zachary Baquet, USAID/BFS, on the Agrilinks promotional Prezi*

## KUDOS

“This is the first time that I have participated in the new Adobe-based [webinar] format...I enjoyed the web format - it was easy to follow the presentations and ask questions.”

- ASC Survey Respondent, Aquaculture Seminar

“Very clear presentation - kudos to [KDMD], I will forward this around when needed!”

- Dustin Andres, Social Marketing Specialist, regarding the Twitter 101 training

### FORWARD STATEMENT

During this reporting period, the Food Security/ Agriculture Program continued to serve as a reliable and hardworking team, able to provide consistent and creative solutions to knowledge sharing requests from the USAID Bureau for Food Security. In addition to supporting seminars and trainings, team members refined processes for more recent initiatives, such as Twitter chats, video interviews, blog series, and the Agrilinks eUpdate. The program’s growing reputation and frequent requests for event support mean that the staff will be managing many competing demands through the end of the KDMD project.

The FS/Ag Program will continue to support the well-established Agriculture Sector Council Seminar Series through the end of the project, as well as monthly Twitter chats, Video Notes, and short training webinars through April 2012. The program will take on additional special events when possible within existing staff capacity. As the KDMD project wraps up, the FS/Ag team will create and refine guidance documents for its core activities and processes, working with BFS staff and partners to pass on project knowledge.

KDMD intends to implement one additional agriculture training course before the end of the project—a 3-day pilot course in Climate-Smart Agriculture. A draft agenda and purpose document

have already been prepared, and the FS/Ag training team will meet with BFS staff in January 2013 to begin planning for the course. In addition to implementing this new course, the program will put focused effort into revising the agendas for the Ag Overview Course, Ag Core Course, and Ag Project Design Course. New proposed agendas will be packaged with existing course materials and evaluations to allow for quick uptake by a future BFS KM contract.

The upgraded Agrilinks site, which launched in mid-November 2012, will consume a large amount of staff time in the weeks post-launch in order to ensure quality control. The new design is more user-friendly and better displays new content to allow viewers to consume and benefit from the information contained within the site. New “Activities” pages and improved formats for groups and for the AgExchange platform will encourage more partner engagement and allow for new knowledge to be generated through online collaboration. Agrilinks will forever be a work-in-progress as the team continues to conduct quality assurance and solicit new content from the site’s broad audience. KDMD will also continue to support the Feed the Future website as needed, focusing on the development of the Private Sector Engagement Hub and a decision tree tool that will help private sector representatives identify partnering opportunities with USAID.

The FS/Ag Program will continue to cultivate relationships with USAID clients and with external partners to support the Program’s objectives. During this period, USAID champions for Agrilinks, the Ag Sector Council Seminar Series, and the agriculture training courses proved invaluable for building content and facilitating knowledge flows. External partners contributed blog posts and library resources to Agrilinks and participated in Twitter chats and other events. A focus on relationships through the completion of the KDMD project will allow the FS/Ag Program to have a broad and lasting impact within the knowledge management sphere to improve agriculture-led food security projects worldwide.

## 7. JAMAICA BASIC EDUCATION PROGRAM

The purpose of the Jamaica Basic Education Program is to implement and manage the Partners for Educational Progress Community of Practice (CoP), a country-level community focused on improving basic education and early grade literacy in Jamaica. The CoP is a network of education professionals and stakeholders who collaborate virtually and in person to share knowledge, discuss critical issues, and provide peer support with the goal of advancing the country's education sector.

Since its official launch on December 15, 2010, the CoP has brought together over 200 stakeholders to share and learn from each other as they participate in various online and in-person events. The CoP continued hosting EduExchange online discussions, publishing EduFocus bulletins, posting resource content on the CoP website, and conducting in-person outreach with the membership. During this period, the CoP also introduced a new communications product—the Online Library Update—which highlights new and timely resources and information that may be useful to the membership.

In June 2012, the School of Education at the University of the West Indies, Mona was approached to take over management of the CoP. After several scoping calls and preliminary conversations, an in-person strategic planning meeting was held in October with the University of West Indies (UWI) School of Education and KDMD team members. In the course of these discussions, the KDMD team shared information on the history, membership, and features of the CoP. Discussions also focused on the potential opportunities and challenges that may be associated with the transition. Upon agreement of common goals and protocols, a transition plan and memorandum of understanding were drafted and eventually signed by the KDMD project and UWI's School of Education. This transition marks a great success for USAID/Jamaica in fostering a program that will not only be sustained within the community, but through UWI leadership, will become a resource for the entire Caribbean region.

In the latter half of the CoP's second year, the team planned and implemented one EduExchange online discussion, three EduFocus Bulletins, and five Online Library Updates. To mark Jamaica's 50 years of independence celebrations, the team conducted a video interview with former Ministry of Education member Ruth Morris in which she reflected on the progress and challenges that Jamaica has confronted in education since independence.

EduExchanges:

- May 30 - June 1, 2012: "EduExchange: Overcoming the Challenges of the Multi-Grade Classroom in Jamaica"

EduFocus Bulletins:

- June 2012: "Padmore's makeover: Principal leads the change to improve morale and performance"
- September 2012: "Camp Summer Plus expansion: More students receive summer learning intervention"
- November 2012: "Raising the standard: School improvement lessons from three projects in Jamaica"

### WEB DEVELOPMENT

The Web Development team provided ongoing support for the CoP's online EduExchanges. In addition, the team updated the site as needed with functionality and theming that was deemed important for the portal. In preparation for handing over the site to UWI's School of Education, the Web Development team performed a "test run" of removing the Jamaica site from the KDID portal, including extracting those users from the database who were members of the Jamaica site, but keeping their accounts active on KDID. The "free-standing" site was then compressed and compiled for transfer. This test site was created successfully, with all users, content, and functionality in place.

## KNOWLEDGE & LEARNING

The Knowledge & Learning team provided ongoing technical and logistical support to the Jamaica facilitation team during this reporting period, which included training support for EduExchange moderators, recommendations for improving participation in events, support managing the membership list, and troubleshooting support during EduExchange events.

## COMMUNICATIONS

The Communications team continued to advise the Jamaica Program on communications strategy development. The Communications team provided copy-editing, proofreading, 508 compliance, and design support for the production of EduFocus #13, #14 and #15, as well as EduFocus Bulletin #13 published during this period. In preparation for the 50-year anniversary of Jamaica's independence, the Jamaica Program conducted video interviews with representatives from the education sector to create a retrospective overview of how education in Jamaica has changed over the past half century. The Communications team supported this effort by

editing the raw video files into short video segments. The videos also included branded opening and closing slides, consistent with USAID's branding standards. The Communications team will continue to support the Jamaica Program Manager and facilitators to ensure a successful transition of the Community of Practice from USAID to the University of the West Indies.

## FORWARD STATEMENT

Over the next several months, the KDMD team will work closely with Claire Spence at USAID/Jamaica and the University of the West Indies School of Education to implement the transition plans for the CoP. To support the transition, KDMD will:

- Update the CoP website to recognize the partnership, including branding implications and messaging
- Provide support (via the CoP Research Assistant and Web and Communications Portfolios) to implement activities as outlined in the transition plans, namely website transfer and training
- Host an EduExchange online discussion to



Figure 22:

Three video, such as this one featuring Ruth Morris, were developed to commemorate the progress made in Jamaica's education sector since the country's independence.

announce the transition and CoP opportunities under the new leadership of the School of Education, including technical support and facilitation guidance

- Prepare the website for transfer to the UWI server, host until January 31, possibly longer as necessary

- Co-host an in-person event to formally announce the new leadership structure and opportunities

By the end of the KDMD contract, the CoP will be completely transitioned to UWI under the new name, “Caribbean Partners for Educational Practice.”

## KUDOS

“Since its launch, the CoP has facilitated the discussion of relevant and critical educational issues. I look forward to the same level of engagement now that the practice has a new home. This is a positive direction, as it points to the sustainability which has eluded us in regard to other equally meaningful initiatives. With its track record of success and commitment to high standards, I know that the UWI will deliver on its promise”

*- Novelette McLean Francis, Jamaica Ministry of Education and Literary Advisor to the USAID/ Jamaica Basic Education Project*

“I am excited about the transition of the CoP. As a professional, engaging other professionals and reading the many resources available through this website, I am able to keep abreast of changes and new ideas in the field.”

*- Claudia Riddell, CoP member*

“I feel privileged to be a member of the community. I wish the group success as it grows from strength to strength.”

*- Joyce Campbell, CoP member*

“Thank you for the opportunity to participate - I am enlightened by the rich knowledge base.”

*- Rohan Perry, CoP member*

## 8. DEVELOPMENT CREDIT AUTHORITY PROGRAM

The purpose of the Development Credit Authority (DCA) Program is to provide support from KDMD Portfolios (A&L and ALT) to complement the Portfolio Management and Risk Assessments support to USAID's credit guarantee programs.

DCA Portfolio Management responsibilities under KDMD previously covered three DCA Regional Portfolios (Latin America and the Caribbean, Africa, and Asia/Middle East/North Africa), with a geographic reach of over 50 countries. Current DCA activities under KDMD focus on maintaining relationships with financial institutions and USAID missions for DCA's global deals, and deals in the Asia/ Middle East/North Africa region which cover 15 countries. Specific activities include monitoring and reporting on guarantee performance on a semi-annual basis, processing any claim requests, ensuring all fees are paid in a timely manner, and troubleshooting any problems related to the guarantees.

During the reporting period, the KDMD DCA Program Manager:

- Completed the September 30, 2012 reporting cycle, reviewing and approving over 50 loan schedule reports
- Coordinated the issuance of Notice of Payments Due (NPDs) for partners to pay their utilization fees
- Processed three claim requests for defaulted borrowers under the guarantees
- Developed Portfolio Monitoring Plans for four new deals, and collaborated on shared metrics with an impact investment fund

Since April 2012, KDMD consultant Kate Naughton, working as Acting Chief Risk Officer, reviewed Risk Assessments and advised on other risk issues for DCA. In May, KDMD consultant Nhu-An Tran did a desktop analysis of two banks in Albania for a multibank Loan Portfolio Guarantee to increase private sector lending in targeted areas of agriculture, information and communication technologies (ICT), tourism, the garment and footwear sectors, and clean energy.

### **FORWARD STATEMENT**

The DCA activity under KDMD includes working with Socrata to develop a DCA Performance Dashboard. This virtual tool will provide visualization of different data from the Project Development, Risk Assessment, and Portfolio Management functions. This will enable the team to make better decisions and develop and manage DCA guarantees more effectively. Socrata should complete the Dashboard by Spring 2013.

## 9. EUROPE & EURASIA PROGRAM

The overarching mission of the Social Transition (ST) team in USAID's Europe & Eurasia (E&E) Bureau is to enhance the ability of all people in E&E countries to improve their quality of life by helping these countries establish effective and efficient social systems appropriate to market democracies. The ST team covers these key sub-sectors: education, labor markets, social services, social insurance, and social assistance, as well as issues relating to gender and trafficking in persons. Health issues are covered by the E&E Bureau's Health team. The Democracy and Governance (DG) team continues to encourage economic and democratic policy gains in the region.

KDMD's role is to assist these teams—ST, Health, and DG—to develop knowledge sharing activities and products that increase awareness of the teams' work in these areas among staff at USAID missions and Washington offices, the State Department, other donors, NGOs, implementing partners, researchers, and other constituencies in the region.

During this reporting period KDMD focused on further developing the Maternal and Child Health (MCH) and Health Systems Strengthening (HSS) digital stories for the Health team.

KDMD continued to maintain the Social Transitions website and worked with JBS Associates, another E&E Bureau contractor that uploads site content, to address website questions.

### **KNOWLEDGE & LEARNING**

Along with the Communications Portfolio, the K&L Portfolio worked on two digital stories to be produced and finalized by the program in the next reporting period. K&L provided guidance and best practices on interviewing, storyboarding, and video production and shared feedback on drafts. Further information on the digital stories project can be found in the Communications section.

### **COMMUNICATIONS**

The Communications team continued to support the E&E Program through work on the Health Legacy digital story project. The deliverables include two digital stories centered on USAID's successes through health programs in the region. KDMD made great strides in revising and finalizing the digital story scripts and storyboards at this third stage of the digital story creation process. Of the final scripts KDMD created for the two digital stories, the Maternal and Child Health (MCH) digital story script was approved by USAID and the draft of the full digital story was developed and went through a first round of edits after a viewing with the client. A second script and draft digital story on Health Systems Strengthening (HSS) is awaiting further feedback.

### **FORWARD STATEMENT**

As the KDMD contract winds down this coming year, KDMD will finalize the digital stories and implement the communications and outreach strategy approved for them. KDMD will also work with the three teams to close out the program and ensure that the website and other knowledge products are successfully transitioned.

## 10. GLOBAL PARTNERSHIPS PROGRAM

In February 2012, KDMD re-engaged with the Global Partnerships (GP) team, formerly known as the Overseas Development Partners (ODP) team. KDMD collaborated with this team last year to design and implement a 5-day course in March 2011 on building alliances.

Currently, KDMD's scope of work with the GP team involves the development of an online course, "Introduction to Partnerships at USAID," to help participants gain access to basic information about USAID partnerships, gain knowledge of background terms and concepts, and provide a history of partnerships at USAID.

### **ADULT LEARNING & TRAINING**

KDMD/GLS is working with the GP team to make some revisions in the "Introduction to Partnerships at USAID" course outline and storyboards. The high-level objectives for the course have remained relatively the same:

- Differentiate between three types of partnering approaches within USAID
  - Traditional grants and contracts
  - USAID co-creation with partners—e.g., Global Development Alliances (GDA), public-private partnerships (PPP)
  - USAID support of innovation—e.g., Development Innovation Ventures (DIV), Grand Challenges
- Define the notion of "overlapping interests" that explains why USAID chooses to partner

- Identify a range of partner types and how partnerships are initiated in various ways
- Define a GDA, as well as its distinguishing feature—the 1:1 match - and what constitutes leverage
- Identify where to go for more information about partnering with USAID

The original completion date for this course was set for October 2012. However, in August, the Global Partnerships team needed to divert their full attention to organizing and implementing a series of in-person courses during the fall and KDMD was unable to continue development of the online course during that time. The GP team re-engaged with KDMD in November and the course is now due to be completed in March 2013.

### **FORWARD STATEMENT**

With the change in timeline to accommodate the GP team's shifting priorities, the storyboards for the "Introduction to Partnerships at USAID" course are now scheduled to be complete by the end of 2012. It is absolutely necessary to meet this deadline in order for GLS to have adequate time to complete the design and development of the online course. Though revisions identified after GP's in-person courses will require some additional design support, KDMD should not have any problems completing the work within the program budget.

## 11. POLICY, PLANNING, AND LEARNING PROGRAM

Established in June 2010, the USAID Bureau for Policy, Planning, and Learning (PPL) is responsible for leading USAID's policy planning efforts, shaping overall strategic and program planning, ensuring the Agency's evolution as a learning and evaluation organization, overseeing donor engagement, and institutionalizing science and technology in USAID work. USAID's Office of Learning, Evaluation, and Research (LER) was created to catalyze USAID's transformation into an effective learning organization that continuously learns through evaluation and research, applying outcomes from that learning to everything USAID does.

During this reporting period, the most significant shift in PPL work was focused around expanding its efforts to integrate learning into DC technical and regional bureaus. A new PPL/KDMD workplan consisting of 16 broad activities was accompanied by an obligation in the summer. The breakdown of these activities are as follows:

- Eight new DC bureau-focused learning activities
- Three Learning Lab development/learning activities around the Program Cycle that were continued from the last reporting period
- Three evaluation seminar/workshop activities, also continued from the last reporting period
- An Experience Summit on Country Systems Strengthening
- A general Learning Events fund that was added as a placeholder to support non-LER learning events

In an effort to provide bridge support to PPL's Office of Strategic and Program Planning (SPP) between their contracts, KDMD also provided web and K&L support to PPL/SPP starting in August in order to complete an online module and continue web maintenance and communication/participation momentum on the ProgramNet website.

### **PPL/LER ACTIVITY OVERVIEW**

#### **Strengthening Mission Learning around the Program Cycle**

PPL/LER continued to develop the Learning Lab website and mission learning activities to implement Phase 1 of the Strategic Learning Plan, namely:

- Learning Lab website development:
  - Supported the web development Discovery Phase by first interviewing PPL/LER staff to understand how Learning Lab should be designed to fit USAID's needs and fill gaps. KDMD also surveyed USAID mission staff, compiled feedback from similar surveys of implementing partners and USAID staff, and supported interviews of individuals that served as proxies to gain the perspective of other donors and NGOs on how the Learning Lab could be valuable to them
  - Implemented a user story exercise with a small focus group of USAID staff to test assumptions of what Learning Lab users value/need/expect from the site
  - Designed an in-person focus group to get more perspective on the messaging developed for Learning Lab and feedback on the design slides
  - Developed web design slides for Learning Lab 1.5, customized from the Agrilinks wireframes
- Learning Lab content development:
  - Created handouts for Country Development Cooperation Strategies (CDCS)/Program Design Workshops on Collaborating, Learning, and Adapting (CLA) Top Resources, one-pagers on Learning Lab and ProgramNet, and a Learning Lab Library User Guide
  - Developed outlines for five high priority briefs on implementing CLA approaches
  - Developed a script and initial storyboard for a Program Cycle Overview Video
- Website engagement activities to encourage website participation and knowledge sharing around learning practices:
  - Established an engagement strategy for four USAID working groups in order to pilot the

working group space; help working groups capture, organize and share knowledge among each other; encourage participation on the space and sharing from within the working group more broadly; and learn and apply CLA approaches. The hope is that through their adoption of these practices, working groups will share feedback on their experience with PPL/ LER to allow refinement of guidance

- Mission learning activities:
  - Hosted an e-Consultation on the Draft Learning Guide
  - Continued planning for a webinar around a discussion on CLA implementation within missions

## Strengthening Learning Within the DC Technical & Regional Bureaus

New efforts to strengthen learning within the USAID’s DC-based technical and regional bureaus were established as “Phase 2” of the Strategic Learning Plan. Referred to as Strengthening Technical Practice (STP), this set of activities was designed to complement the Phase 1 mission- and implementing partner-focused work on integrating learning around USAID’s Program Cycle. The STP initiative was organized around five streams of work: Discover, Discuss, Design and Deliver, Disseminate, and Determine. To date, KDMD has supported three of the five work streams (the other two have yet to be scoped):

**Discover**—identify what the Agency is already doing well to advance technical learning by mapping current learning practices/processes, locating learning champions, and identifying successful learning approaches

During this phase, KDMD supported PPL/LER by conducting interviews with DC technical and regional bureau staff and developed notes/summaries of these interviews in order to document current learning practices. KDMD also participated with LER in two facilitated synthesis exercises to extract themes and organize feedback across all of the interviews. KDMD staff then developed synthesis documents - one to document all of the interview finding themes and another to capture successful learning practices. To support PPL/LER in sharing these findings, KDMD helped develop several brownbag presentations, which incorporated a KDMD-designed metaphor to illustrate the relationship between the STP learning approach and interview findings.

**Discuss**—foster discussion about learning throughout the Agency

During this phase, KDMD worked with PPL/LER to establish three monthly in-person meetings: the Sharing Insights, Learning and Knowledge (SILK) Community of Practice Strategic meetings; the Topical and Tangible Learning meetings; and the Thought Leaders in Learning Speaker Series events:

- The SILK Strategic meetings are intended to build relationships among the learning champions identified during the interviews and explore how successful learning practices can be replicated
- The Topical and Tangible meetings allow learning champions the opportunity to present their successful learning practices to USAID staff at large and lead a discussion around how to replicate them
- The Thought Leaders in Learning Speaker Series provides a venue for KM and learning experts outside of USAID to discuss relevant approaches applicable to USAID staff’s work functions

KDMD provided agenda development, logistical management, communications/outreach, capture and evaluation support for these events.

**Disseminate**—share results, best practices, insights, and challenges both inside and outside USAID

KDMD developed a communications strategy at the outset of the STP work to optimize outreach by matching communication formats with target audiences. The components of the communications strategy are described in the Communications section.

## Phase 1 & 2 Integration

As the communications strategy started to take shape, it was apparent that the various target audiences could become confused about the distinction between Phase 1 and Phase 2 work and by the existence of separate webspaces.

KDMD realized the need to develop clear and consistent messaging that would align and draw connections between the phases, and started to internally conceptualize how the webspaces could be integrated as one on the new Learning Lab. Assumptions around how these phases align, along with a visual concept and some key messaging was developed and shared with PPL/LER.

## Other PPL/LER Support

PPL/LER also requested KDMD's expertise to plan, organize and execute an Experience Summit focused on strengthening country systems. The event was designed to 1) foster a dialogue about how USAID's past and present assistance efforts strengthen country systems, and 2) to promote an active exchange of ideas and opinions from USAID and partners to distill lessons learned and identify the challenges that USAID should bear in mind as it develops a strategy to guide its support to country systems. As a precursor to the Experience Summit, PPL/LER commissioned a study on country systems strengthening from the Overseas Development Institute (ODI) to explore whether or not there is evidence that this approach is beneficial to host countries. KDMD established the purchase order with ODI and managed their deliverables, organized over three phases.

Once KDMD received the new workplan, it was evident that KDMD would be working with new PPL/LER activity leads who were not necessarily

familiar with KDMD tools and services. Therefore, the team presented a brownbag session on KDMD on September 13 in order to describe the range of KM expertise KDMD holds and discuss how KDMD had supported PPL prior to the new workplan.

In June, the KDMD team organized a series of events at the World Bank Knowledge Share Fair: "Mobilizing Knowledge Networks for Development." As part of the project's involvement, the team worked with Stacey Young to coordinate a session entitled "Crowdsourcing Innovation: KM Impact Challenge" to highlight the outcomes and lessons from KMIC, for which KDMD created a PowerPoint presentation and provided additional background materials.

## WEB DEVELOPMENT

During this reporting period, the Web team performed the following tasks:

- **KDID Learning Lab Library Updates:** Added FAQs specific to the Learning Lab on the FAQs page and in a prominent new block on every page, as well as a Recommended Resources block.
- **Learning Lab 1.5 Development:** In collaboration with USAID/PPL staff, it was decided that the new Learning Lab site would be an independent site built on the Drupal 7 platform. With the Agrilinks design slides/wireframes as a model, the Web team collaborated with the PPL Program Manager and the Communications team to create a unique look for the new Learning Lab site. Content will include an overview under the About section; an Events page listing information about future seminars,

special events, and archived event resources; a Resource Library that will consist of migrated resources from the Learning Lab Library on KDID (as well as other related resources), and Working Groups. After the technical requirements for the website were scoped, several meetings were held to plan what content needed to be created before the launch date. Further meetings were planned to discuss taxonomy and users. The Web Development Portfolio will work

directly with Zaloni to have the site ready for soft launch in January 2013.

- **STP Webspace on KDID:** The Web team created a new page for Strengthening Technical Practice content on the KDID portal, and provided event support (i.e., creation of a consultation feedback form) and a new view to display resources tagged with STP.

**Table 7: KDID Monthly Analytics for Key Indicators (May-November 2012)**

MONTH	VISITS	UNIQUE VISITORS
May	113	62
June	286	159
July	279	135
August	351	218
September	246	171
October	439	250
November	376	236

The Web team also provided extensive support to migration of the ProgramNet site onto USAID’s servers. This included:

- Working with Blackmesh to provide a tarball—a compressed, archive format for combined electronic data—of the site
- Working with USAID’s CIO Office to set up the site structure, database, files, etc.
- Investigating and developing an extensive list of requirements necessary for the site to be made public

- Providing extensive support to PPL and CIO staff to export/import content when the site finally went behind the firewall

The ProgramNet site is expected to move behind the firewall in December 2012/January 2013. Concurrently, PPL/SPP will have a new mechanism in place for site management and KDMD will hand over these activities to the new ProgramNet web team.

## KNOWLEDGE & LEARNING

The K&L Portfolio continued to provide support to the PPL Program as activities ramped up during this reporting period. K&L helped PPL to launch the new Thought Leaders in Learning Speaker Series as well as the SILK Community of Practice. The K&L Portfolio provided support through event scoping, capture, post-event product development, CoP coordination, and facilitation for online discussions and webinars. In addition, the K&L Portfolio worked closely with multiple offices within PPL on scoping and planning for future events and activities, including the Strengthening Country Systems Experience Summit and upcoming workshops for the Evaluation Interest Group (EIG). The K&L team provided support in identifying and writing numerous guidance briefs on various topics for USAID staff worldwide. Finally, the K&L Portfolio, along with the Web and Communications Portfolios, provided extensive support to PPL/SPP on its ProgramNet activities.

### Seminars and Events

#### Thought Leaders in Learning Speaker Series

During this period, the K&L Portfolio helped to develop and implement the new Thought Leaders in Learning (TLL) Speaker Series. This series recruits nationally renowned experts to share their groundbreaking ideas for encouraging collaboration, knowledge sharing, behavior change, innovation, and other learning-related topics to USAID staff worldwide. PPL hopes the alternative approaches presented and cross-pollination of innovative ideas will foster and ignite learning throughout the Agency. These seminars are also meant to give USAID staff the opportunity to engage with leading thinkers to understand how their ideas can advance the work of USAID.

On a monthly basis, K&L served as the main point of contact with the TLL speakers, securing their participation, coordinating outreach with the Communications Portfolio to encourage attendance, aiding in topic selection, and reviewing content.

On November 1, K&L, in coordination with other KDMD portfolios, implemented the inaugural TLL event:

- “Keeping Our Eye Out for Learning: How to identify learning practices and leverage them strategically” presented by Nancy White (Full Circle Associates) and John Smith (Learning Alliances) and moderated by Cindy Clapp-Wincek (USAID/PPL) and Travis Mayo (USAID/PPL/LER)

**28** in-person    **2** webinar

K&L provided webinar facilitation and organized private consultations between the speakers and USAID staff. Screencasts, videos, greenroom interviews, and transcripts were produced from each session and shared with the PPL Bureau, as well as uploaded to the event page on KDID.

#### EIG Evaluation Performance Workshop

During this reporting period, KDMD helped PPL/ LER host a workshop on “Designs for Performance Evaluation” with Patricia Rogers in July. KDMD provided logistical, media, and evaluation support for the workshop that was delivered to two different groups over two days. KDMD also interviewed Patricia Rogers and created a screencast for use by the Evaluation Interest Group.

#### Strengthening Country Systems Experience Summit

The K&L Portfolio, in coordination with other KDMD portfolios, worked closely with PPL/ LER to design and develop the previously mentioned Strengthening Country Systems Experience Summit that is scheduled for November 27-28, 2012 in Washington, DC. During this reporting period, KDMD provided extensive pre-event support by assisting in the design of the agenda, coordinating all event logistics, and facilitating the production of five background papers. More information about additional support for this event will be provided in the next reporting period.

## Online Discussions

### Learning Guide e-Consultation

The K&L Portfolio supported an e-Consultation in collaboration with the PPL Bureau on September 3-5. This discussion, hosted on KDID, was designed to give a targeted group of USAID staff and implementing partners an opportunity to provide feedback and input on USAID's draft Program Cycle Learning Guide. Two introductory videos were created with support from the K&L team, which introduced daily topics and relevant sections in the draft document. There were 78 participants registered for the discussions, which resulted in over 80 posts and 3,500 views from participants. Outputs from the discussion are expected to contribute to a revision of the Learning Guide in 2013.

### CLA and ProgramNet Webinars

The PPL/LER Learning Team approached K&L in November 2012 to plan for a webinar activity to engage a number of pilot missions working on Collaborating, Learning, and Adapting (CLA). KDMD provided guidance regarding the logistics and facilitation of the meeting, organized an Adobe Connect meeting room, and provided invitations. Although KDMD's support was eventually limited, since it was decided to host the webinar on AIDConnect (accessible only by USAID staff from within the Agency's firewall), KDMD continued to provide guidance on a number of topics including audio configuration and recording options.

In addition to support for the CLA webinar, the K&L Portfolio also provided support to PPL/SPP for webinars sponsored by the ProgramNet website and held on AIDConnect. This support included providing KDMD best practices on AIDConnect meeting layouts, process check-lists for configuring and organizing meetings, and suggestions on audio equipment.

### Sharing Insights, Learning, and Knowledge (SILK) Community

During this reporting period, the K&L Portfolio supported the planning and implementation process for the SILK Community of Practice (CoP). SILK

is a closed CoP comprised of existing learning champions and supporters across nine bureaus at USAID. The group was formed to bring these individuals together to share what is working for them with regards to learning, what challenges they face, what resources are still needed, and what learning models they would like to test.

The K&L Portfolio helped to launch SILK through a kick-off meeting in October and, in coordination with other KDMD portfolios, co-designed the agenda as part of an iterative process based on member's needs, aided in planning facilitation exercises, coordinated the logistics during the event, and prepared and uploaded all the capture for the event page, including pictures, synthesis, and comments from participants. The SILK kick-off meeting was held on October 31 with 17 attendees.

### Learning Lab Content Development

KDMD continued to support PPL this period by developing guidance documents on learning topics. These documents are being created to support missions as they implement the CLA approach throughout the Program Cycle. KDMD worked closely with PPL to refine and prioritize the topics for the guidance documents from the 30 originally identified. The following documents were either finalized or are being drafted during this reporting period:

- After-Action Reviews (finalized)
- Focus Group Planning (in progress)
- Effective Peer Assists (in progress)
- How to Know How and When to Change (in progress)
- Adaptive Management (in progress)
- Capture and Exchange of Tacit Knowledge (in progress)
- Activity Planning (in progress)

These high priority guidance documents will be completed in the following reporting period, and KDMD will continue to work with PPL to capture key learning messages before the end of the project.

## COMMUNICATIONS

### Strengthening Technical Practice

The Communications Portfolio supported a number of STP activities designed to help catalyze USAID’s transformation into an effective learning organization. The Communications team provided support on strategy development, event promotion, branding and messaging, video recording and production, web design, and content management.

### Evaluation Interest Group

As part of support to the LER-hosted Evaluation Interest Group, the Communications team conducted a video interview with evaluation expert Patricia Rogers and edited the footage into a final product that was delivered to LER. The video was part of an effort to share evaluation expertise, best practices, and findings with the greater community of evaluation professionals at USAID.

### Discovery Interviews

Starting in August 2012, two members of the Communications team, along with a cross-portfolio team, conducted structured interviews with USAID staff about how they incorporate learning into their everyday work. This interview process was connected with a larger initiative within LER to catalyze USAID’s evolution to an effective learning organization. As part of this process, interviewers and note-takers were given guidance from LER staff on interview protocols. KDMD interviewers and note-takers then worked together to synthesize a summary after the interview was over.

In the second phase of this process, the participating Communications team members took part, along with other members of the interview team, in a synthesis exercise led by LER. Participants in this exercise wrote short “headlines” that creatively captured important takeaways from the interviews conducted. Collectively, participants categorized these headlines into larger groups. The Communications team members helped to capture these themes by supporting documentation and the creation of a physical display of all the categorized headlines.



Figure 23:

After interviewers and note-takers wrote “headlines” from the Discovery Interviews with USAID staff, the post-it notes were categorized by general theme.

### Communications Strategy

Based on feedback collected from the interview process and strategic planning meetings with LER staff, the Communications team put together a communications plan that outlined key activities, audiences, channels, and products that KDMD could support as part of promoting organizational learning in USAID/Washington. This document was vetted by LER staff and was used as the basis for work planning in the following months. In addition to the communications plan, the Communications team also participated in several strategic planning meetings to discuss specific messages around the importance of learning processes that would resonate with a diverse range of stakeholders within USAID. Approved messages were then incorporated into various communications products, such as factsheets, invitations, web content, reports, and presentations.

In line with the approved communications plan and messaging, the Communications team took the lead on several different tasks. To support internal PPL brownbag meetings, the Communications team helped to develop PowerPoint presentations which outlined the broad objectives of the LER Office’s Strengthening Technical Practice initiative. Video messages were recorded from PPL’s Assistant Administrator Susan Reichle, Deputy Office Director Tjip Walker, and Evaluation Specialist Travis Mayo. These segments were then edited,



Figure 24:

PPL/LER staff Tjip Walker, Susan Reichle, and Travis Mayo shared their thoughts about USAID’s learning initiatives through a series of short video interviews.

branded, and posted on the temporary KDID webspace designated for information about the STP initiative. The Communications team also wrote overview text for the website, short descriptions of upcoming activities, and event information. Support was given to repackage existing documentation on USAID’s learning resources into professional quality documents to be posted online.

**SILK and Thought Leaders in Learning**

To support the LER Office’s ambitious efforts to launch both a Speakers Series and the SILK Community of Practice in a short amount of time, the Communications team helped LER staff conduct extensive outreach. Since this initiative was focused on USAID’s own organizational learning transformation, the audiences mostly included various groups internal to USAID. The Communications team designed Outlook templates to be used for internal communication purposes. An invitation template was also designed for the Thought Leaders in Learning Speakers Series, and a general template was designed for the STP initiative.

In preparation for the first TLL seminar, the Communications team designed business cards with the website URL and flyers to be posted throughout USAID offices. The Communications point of contact for PPL also wrote an article about the series for the Policy Pulse, an existing USAID/PPL newsletter. Consistent with KDMD’s traditional seminar support services, a branded PowerPoint template and video interview opening and closing slides were created. After the completion of the first seminar, the Communications team recorded video interviews with the two presenters, only one

of which was posted on the Event Resources page of the KDID site per LER’s request.



Figure 25:

Having a consistent brand for the Thought Leaders in Learning Speaker Series has helped elevate the profile of the events at USAID.

The Communications team also supported the preparation and launch of the SILK Community of Practice. Based on the team’s recommendation, LER staff sent personalized invitations to specific USAID employees inviting them to participate. Ahead of the first SILK meeting, the Communications team supported the preparation of the meeting agenda and meeting handouts. During the inaugural meeting, a member of the Communications team was on hand to take photos in order to document the activity taking place in the room. After the meeting, an account was created on Flickr specifically for PPL’s photo storage needs.

**Experience Summit**

In support of PPL’s Strengthening Country Systems Experience Summit to be held on November 27-28, 2012, and based on the requests from the LER Office, the Communications team developed branding for the event that represented connecting USAID’s vast body of knowledge gathered over the years. Communications then worked with the Activity Lead to develop several iterations of

branded “Save the Date” messages, invitations, and event agendas. The Communications team also reviewed the event webpage and webinar layouts for consistency and accuracy.



Figure 26:

KDMD worked with LER staff to develop a visual concept for the Experience Summit that reflected the event’s goal of making connections across USAID’s history.

### Learning Through the Program Cycle

The Communications team designed and produced email invitations for the program’s September e-Consultation on USAID’s draft Program Cycle Learning Guide. Team members provided input on the event text and graphics support. At the client’s request, hard copy invitations were also produced for dissemination.

### Learning Lab Development

Over the period, the Communications team became increasingly involved with the Learning Lab, first providing basic web content management support for the Learning Lab Library on KDID and then in later months, becoming integral to the standalone Learning Lab website development process. Perhaps most importantly in this process, KDMD’s Graphic Designer worked on several rounds of branding options and design slides for the site, incorporating feedback from many different stakeholders in the PPL/LER Office. Although the site is based on the basic structure and layout of Agrilinks 2.0, many customization requests have led to design updates and new features, such as the expert profile rotator on the homepage. To date, 12 slides have been designed.

The Communications Portfolio has also participated in many strategy sessions regarding functionality

and the user experience, including the user stories exercise conducted with USAID staff in October. Often, Communications team members have served as a bridge between PPL staff and the KDMD Web Development team, discussing feature requests and their feasibility with each party, respectively. In order to bridge the gap between the new Learning Lab website (expected to launch in January 2013) and KDID’s Learning Lab Library, the Communications team also worked with the PPL Program Coordinator to create a Library User Guide.

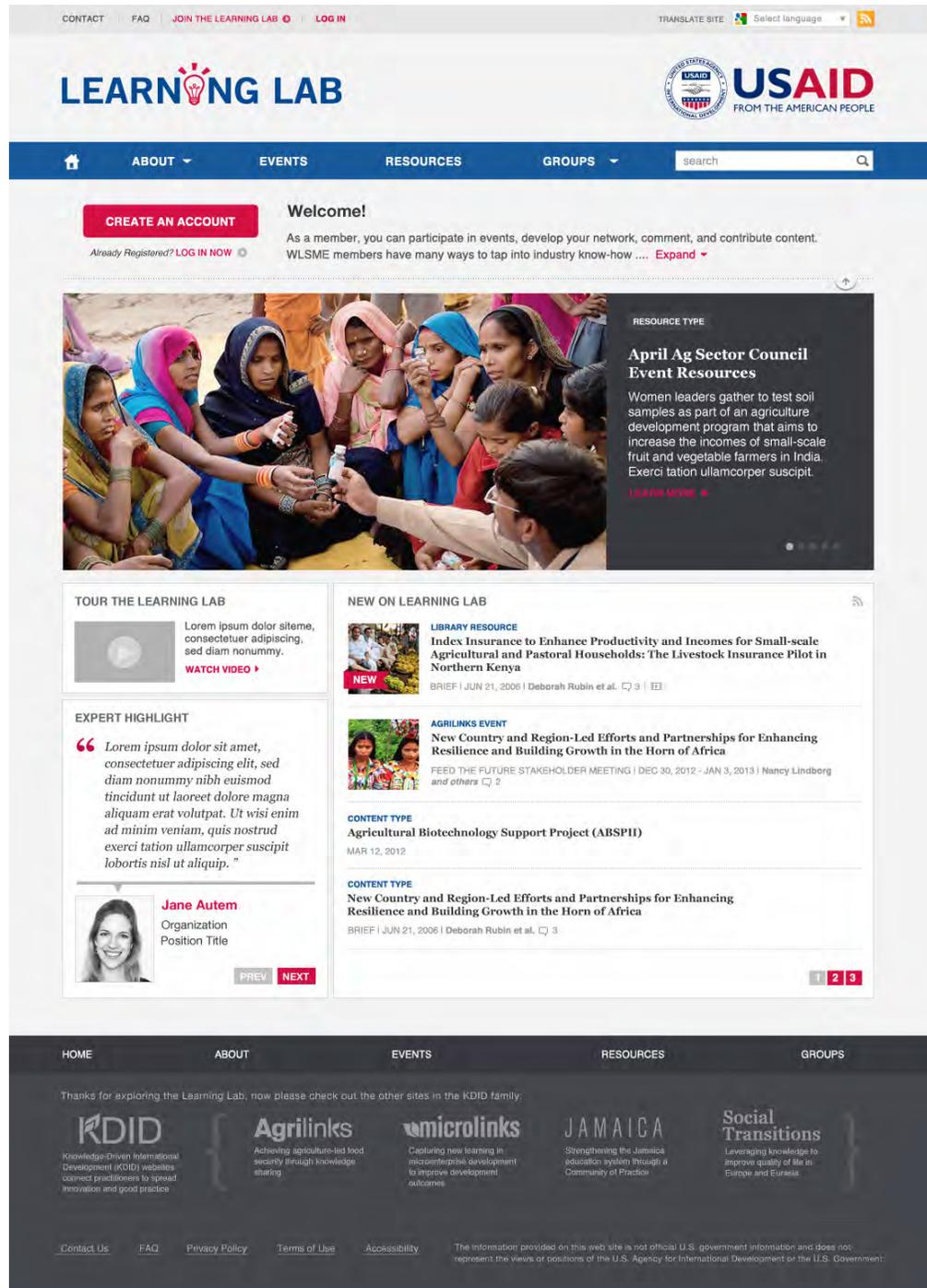


Figure 27:

Options for the Learning Lab logo were designed with USAID’s color palette in mind. The lightbulb was incorporated to highlight the site’s goal of innovation.

Figure 28:

Although based on the basic Agrilinks 2.0 site design, the USAID's Learning Lab design slides have been customized to meet the needs of diverse stakeholders.



## Program Cycle Overview Video

The other key activity that the Communications team has undertaken in support of PPL's work on the Program Cycle is the development (currently in progress) of an animated video. Based on a script initiated by KDMD and further developed by PPL/ LER about USAID's Program Cycle framework, KDMD's Graphic Designer and Digital Designer have worked to develop a visual concept for the video and have begun the laborious process of storyboarding.

The video is based on the concept of a development practitioner (either USAID staff or an implementing partner) navigating the complex world of development using a compass that represents the Program Cycle, interacting and collaborating with other actors along the road, and developing a map as they progress through the video. This map serves as the documented learning of the character. Although the animation will give the video a simple and straightforward appearance, the thinking behind each element is quite complex:



Figure 29:

Designing this storyboard was the first step in developing the animated Program Cycle Overview video. The individual frames represent sections of script text in a visual way.

- **Main path with splinters:** This is the overarching illustration that will be present from beginning until the end, representing the “World of Development.”
- **Compass:** The compass is an instrumental tool for the overall storyline. The Program Cycle will be represented in the form of the compass and will be used by the main character throughout the story as a reference tool.
- **Map:** The map serves as the ‘documented learning/experiences’ of the main character; this will reinforce M&E as well as illustrate the need for documentation and bringing back knowledge.
- **Referencing Guides:** The referencing guides are going to be present along the path as signposts reinforcing the main points of adaptive learning and project management innovations.

## Supporting ProgramNet

After meeting with the PPL/SPP ProgramNet team in September to discuss how KDMD could support their outreach, the Communications team worked with others on KDMD to provide recommendations about feasible engagement activities given prior to the website's migration behind USAID's firewall. Communications was also able to support two concrete requests from PPL: advice on the ProgramNet newsletter and guidance for ProgramNet page owners on how to use site features and functions. To that end, Communications offered guidance on e-newsletter best practices and then reviewed and copy-edited the draft of the newsletter developed by PPL's contractors. For the second request, Communications developed a two-page tips sheet for page owners that offered guidance on:

- how they might best use each site section
- how those sections were different from one another
- how they might repurpose existing content
- how they might cross-promote particularly new or relevant information to reach audiences with different search/browse behaviors

This guidance document was presented at a ProgramNet page owners brownbag session in November, presented jointly by the Communications and K&L Portfolios, and received very positive feedback for its straightforward and practical advice.

replicating such learning improvement models across the Agency.

The M&E plan will deploy the following evaluation methods to gauge the strength of organizational learning across USAID technical units and the outcomes of STP activities:



**TIPS FOR PAGE OWNERS**

ProgramNet is USAID's site devoted to sharing knowledge and promoting learning on implementing the Program Cycle. Page owners play a critical role by providing subject matter expertise on the various Program Cycle components and sub-components highlighted on the site. We hope that page owners see the site as a useful tool to identify best practices and share what they are learning about Program Cycle implementation in a way that capitalizes on the work they are already doing, without necessarily adding to their current workload. The goal of Program Net is to provide USAID experts a simple platform to share knowledge. The site has many sections that allow page owners to contribute information in many different formats. Here are some of the most common:

	A central hub for documents, guidance, tools, and other resources	Much like any library, this is a place to post resources that may be useful to others. The ProgramNet library can feature resources in many different formats, including external links.  Don't forget that SBU information can't be uploaded until after the site is behind the USAID firewall.
	A place where subject matter experts can post quick updates about their work and promote new content found elsewhere on the site	Think of the blog more as a space for general updates. A post may inspire a question or spark a conversation (in which case people may post comments related to the post), 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 (1,000 words is a good word limit). Write a short summary of a recent field visit or promote an upcoming activity among colleagues. Tell colleagues about a new resource in the library and how it might help them, or encourage participation in an ongoing discussion. In other words, keep it simple and don't reinvent the wheel.
	A space for ongoing discussion about a given topic where people can pose questions to experts and their peers	Discussion fora are open spaces for informal knowledge sharing across the Program Officers network. Conversations can either be demand-driven—stemming from a user'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 so that they can reply to the discussion threads via email.
	A place for pre-populated answers to questions that page owners are asked all the time	The FAQ section of ProgramNet 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.
	A virtual collaboration space for a specific group of people to work on a deliverable	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 necessarily have to be. Successful groups usually require active facilitation.

Figure 30:

The ProgramNet “Tips for Page Owners” handout offers easy examples of how subject matter experts can use the various site sections to contribute information in different formats.

## ASSESSING & LEARNING

KDMD's PPL Program Manager and A&L team worked together during this period to design a monitoring and evaluation (M&E) plan for PPL/ LER in order to determine the outcomes and impact of the STP initiative. This M&E plan, which is comprised of multiple tools and components, seeks to investigate how USAID is growing as a learning organization over time and how STP activities have contributed to these developments. In addition, the plan will identify specific learning initiatives that have demonstrated particular success and analyze what elements made them effective with the goal of

- **A baseline and follow-up index** constitutes the bulk of the M&E plan. The index aggregates behavior-based indicators of STP through an in-depth survey (focusing on aspects of the learning cycle and the culture of organizational learning) to quantify the strength of learning and technical practice for each USAID office. The discovery interviews will complement data collected in this baseline survey. PPL will repeat the index and the semi-structured interviews at future dates in order to follow the Agency's progress in improving organizational learning.

- **Activity assessments** of all STP activities will monitor participant perception of how well the events achieve their learning objectives, in addition to collecting suggestions for improvement that will allow PPL to engage in iterative course correction over the life of the activities.

- **Learning improvement model assessments** will analyze the projects identified in the Design and Deliver phase of STP's work streams through in-depth qualitative interviews with participants and organizers.

- **A time-use study** of select offices will investigate how USAID personnel allocate their time in an average workday in order to understand the degree to which bureaucratic tasks detract from staff's ability to strengthen technical practice. The results of this study will help PPL to leverage for change in USAID's HR and IT policies.

The results of these monitoring and evaluation activities will give PPL, and USAID leadership in general, a deeper sense of the quality of organizational learning in different technical units and the specific aspects in which offices variously succeed or could improve. This, in turn, will provide

evidence for targeted interventions to improve the Agency's learning practices. Furthermore, the data collected from these activities will help to elucidate best learning practices and the types of technical assistance that are most effective in strengthening technical practices. Collectively, the M&E plan will allow PPL to track, target, and measure the impact of learning investments, helping to establish USAID as a leader in organizational learning.

As of November 15, KDMD has developed the methodology for the baseline index and has conducted 80 of the discovery interviews. The project has also conducted activity assessments for the initial SILK and Thought Leaders Speakers Series events. In the next reporting period, the team will implement the baseline index and hire a consultant to conduct the time-use study.

## **FORWARD STATEMENT**

KDMD looks forward to the integration of PPL/ LER learning initiatives, which will be represented through the development and launch of the new Learning Lab, expanded to include new learning resources and opportunities for USAID staff and implementing partners to connect and share ideas. The communications strategy and subsequent products will be revised to incorporate messaging around all of PPL/ LER's learning initiatives. Working group engagement with both DC and mission communities will start at the end of the year. New activities held jointly with ProgramNet may be on the horizon, as well as new mission learning or training activities. A learning and engagement strategy will identify specific objectives and approaches to maximize meaningful Learning Lab participation and ensure the site's sustainability into the future. KDMD will continue the SILK, Topical and Tangible, and Thought Leaders in Learning series. A priority at the end of the year will be launching the M&E plan. KDMD anticipates supporting the effort to showcase and test successful learning processes and developing guidance around replicating the implementation of these processes. Finally, KDMD support to evaluation seminars and workshops is expected to start at the end of the year and continue through spring.

## KUDOS

"Thanks for drawing these up – they're great! I'm excited to see what else we have in store."

- MiKell Brough-Stevenson, USAID/PPL/ LER, on the Learning Lab branding options

"I want to thank you all for participating in this morning's synthesis exercise. You came up with some remarkably insightful and remarkably catchy headlines. And the resulting clouds were really rich and provocative. I also found the exercise a great deal of fun—and I hope you did too."

- Tjip Walker, PPL/ LER, on the "headlines" exercise

"Looks gorgeous and I love the examples on the side as well as the text."

- Jindra Cekan, Consultant for PPL/ LER, about STP email outreach developed by KDMD

"Great job on this. Think it's good to go. Especially love the last sentence: 'Travis is especially excited about learning at USAID. Find out why.'"

- Travis Mayo, PPL/ LER, on KDMD's draft for the USAID Agency Notice about the STP initiatives

"Finally had a chance to watch my video – thank you for making my incoherent mess of verbal spillage into something that makes sense."

- Travis Mayo, PPL/ LER, in reference to the video interview KDMD conducted with him

## 12. GENDER DEVELOPMENT PROGRAM

KDMD began working with the Gender Development (GenDev) team in USAID's Office of Gender Equality and Women's Empowerment to develop online learning courses in April 2012 after USAID began promoting its new policy on gender. USAID's Gender Equality and Female Empowerment Policy mandates that basic training on gender equality and female empowerment is required for all Agency staff who design, evaluate, or manage strategies or projects; Agency staff (including mission and operating unit directors and deputy directors) who directly or indirectly supervise staff who design, evaluate, or manage strategies and projects; all contracting and assistance officers; and program officers. The Agency's goal is for all new staff to receive basic training within two years of their start date and for all other staff mentioned above who have not had gender training to receive training within two years. In addition, the policy requires missions to appoint gender advisors and/or gender points of contact and for the Agency to provide advanced training for these individuals.

### **ADULT LEARNING & TRAINING**

The GenDev team had originally set out to develop two online courses with KDMD: Gender 101—Gender Equality at USAID, and Gender 102—Gender Analysis. The first course, Gender 101, will provide an overview of the Agency's HR policies on gender equality and diversity in the workplace. Gender 101 will be a requirement for

all new USAID staff. KDMD/GLS began scoping out the course needs and developing course outlines throughout the summer. However, in September 2012, the GenDev team informed KDMD of another office in USAID that was developing a similar course on gender analysis and therefore they decided to divert the funds for Gender 102 to a new, specialized course on the roles and responsibilities of gender advisors.

This new course will be a more advanced course, compared to Gender 101, requiring the learners to demonstrate an understanding of the skills needed to perform gender analysis. The course will run through a series of scenarios to educate gender advisors on the multitude of situations they may face. This course will require more customization for the course interface and will require KDMD/GLS to spend more time and resources to build out the desired level of sophistication and interactivity.

### **FORWARD STATEMENT**

There is very tight timeline for completion of both gender courses. There was some loss of momentum in the design of the courses due to a shift of focus from Gender 102 to this new course on roles and responsibilities. The deadline for storyboards for both courses is at the end of December and it is essential that QED/KDMD receives these if they are to complete the design and develop of both courses before the end of KDMD contract.

## 13. INNOVATION AND DEVELOPMENT ALLIANCES/MOBILE SOLUTIONS PROGRAM

In December 2011, the KDMD team proposed a knowledge management and facilitation strategy for the Innovation and Development Alliances (IDEA) Mobile Solutions team. The knowledge management strategy was designed based on a needs assessment exercise conducted with members of the Mobile Solutions team and staff from four pilot missions: Haiti, Afghanistan, Indonesia, and the Philippines. The defined goal of the knowledge management activity was to facilitate behavior change at the mission level to improve and scale up mobile programming while making the Mobile Solutions team's model of support to missions sustainable and scalable. To achieve this, the KDMD team proposed four general areas of facilitation and support:

1. Identifying and sharing lessons learned
2. Identifying and sharing resources
3. Identifying and addressing technical gaps
4. Encouraging peer-to-peer knowledge exchange

During this reporting period, the KDMD team's work with the IDEA Mobile Solutions team expanded to incorporate a broader range of missions and partners engaged in mobile money programming, and preparation began for broader support of the IDEA Mobile Solutions team's workstreams on mobile data solutions and mobile broadband access.

In June 2012, the KDMD team conducted individual interviews with staff in an expanded group of nine pilot missions focusing on mobile money programming (Haiti, Afghanistan, Philippines, Indonesia, Colombia, Mozambique, Malawi, Ecuador and Kenya). These interviews identified communication and knowledge-sharing behaviors of staff in each mission, their needs for support, and upcoming milestones related to their mobile money programs. In July 2012, these nine missions came together for an introductory

discussion to share challenges and areas of interest for future collaboration.

Following the initial mission engagement, work began on development of the IDEA Mobile Solutions intranet site. This site, hosted on AIDNet, is focused on providing USAID missions and headquarters staff with resources and opportunities for collaboration around the full suite of Mobile Solutions' technical areas: mobile money, mobile data, and mobile access. The site architecture and requirements were developed by the KDMD Web and K&L Portfolios, and a service level agreement was signed between the IDEA Mobile Solutions team and AT&T to cover the development of the site within the USAID firewall. A beta version of the site was produced for internal review in November 2012, with quality assurance tests, usability testing and content migration provided by the KDMD and IDEA Mobile Solutions teams. The site is anticipated to launch to targeted mission staff in early January 2013.

The KDMD project also began support for a series of facilitated online courses tailored to the objective of scaling the IDEA Mobile Solutions team's support and technical assistance to mission staff and implementing partners. In coordination with TechChange, the K&L Portfolio supported the curriculum development and facilitation of a course offered in June 2012, drawing directly from the needs expressed by missions in the outreach and interviews that had been conducted. Over 100 USAID staff and implementing partners took part in the course, including staff from 17 different USAID missions. The resources for this course remain available to registered participants, and will be hosted on the IDEA Mobile Solutions site in 2013. In addition, the content produced for this course will be re-purposed into a self-paced module on mobile money, to be completed by TechChange in Spring 2013.

## COMMUNICATIONS

During this period, KDMD’s Graphic Designer worked closely with IDEA to develop design concepts and visual elements to complement the text-heavy IDEA Mobile Solutions site. One of the major design achievements was creating a visual concept for the navigation graphic on the “Topics” landing page. The challenge was to design a final product that illustrated the mobile money ecosystem while providing users with a visually engaging way to navigate the site by stakeholders. KDMD presented four initial concepts, one of which was unanimously chosen for the navigation graphic, while another was enthusiastically selected as the IDEA Mobile Solutions team logo. Further design support was also provided for the IDEA Mobile Solutions site, which included four homepage slideshow graphics, stakeholder subpage header designs, and a navigation graphic preview graphic for the homepage.

## FORWARD STATEMENT

The 2013 reporting period will see a push on several initiatives through the IDEA Mobile Solutions Program. These include:

- The launch, increased use, and support of the IDEA Mobile Solutions site as a hub for resources and knowledge sharing for mission staff
- Facilitation of a number of knowledge sharing activities, focusing on conducting needs assessments and usage surveys for mobile solutions programs, integrating mobile money programs with Feed the Future, and getting started with USAID’s Better Than Cash initiative
- Facilitation of online courses on Mobile Data Solutions and Mobile Access, developed by TechChange, as well as the completion of a self-paced online mobile money course which builds upon the course delivered in June 2012

In addition to these workstreams, the KDMD team will continue ongoing engagement with pilot missions through peer assists, lessons learned documentation, and periodic check-ins. Continued

capacity building efforts with IDEA Mobile Solutions staff will be a critical component not only to the design, implementation, and capture of activities but also to crowd-in good behavior of mission staff and partners. In the final reporting period, KDMD will develop a transition strategy in collaboration with IDEA Mobile Solutions team. Priorities for the transition plan include website transition, activity documentation, and guidance documentation.



### MOBILE MONEY STAKEHOLDERS

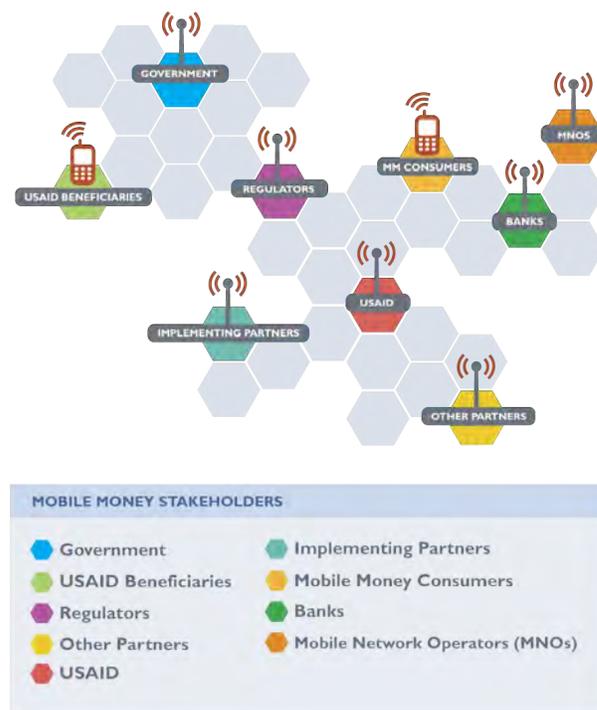


Figure 31:

Extensive research about mobile technology went into the development of design concepts for IDEA Mobile Solutions team. This design of the mobile ecosystem draws inspiration from the hexagonal cell network conventional to cellular radio systems.

## 14. CROSS-PROJECT INITIATIVES

Throughout the course of the project, KDMD's programs and portfolios have developed a variety of tools, procedures, and technologies that have been instrumental in providing high quality services to the project's clients at USAID. Many of these tools cannot be directly attributed to a specific program within the project, yet are critical to KDMD's day-to-day operations and are utilized across the project. The following section provides an overview of the cross-project initiatives that have assisted KDMD in streamlining its activities, both internally and externally, and have allowed the project to remain on the cutting edge of knowledge management.

### PROJECT PLANNING TOOLS

#### Backpack Calendar

For almost a year now, the KDMD team has been using Backpack (a feature of the Basecamp project management system) to provide a central location for all KDMD activity. The goal of this shared team calendar is to provide a "big picture" place for the KDMD team to see major events, deadlines, holidays, and staff travel plans (vacation and off-site/working remotely). Each program has its own color-coded calendar and each event has a notes section for additional details. In addition to keeping the team informed of upcoming events and activities, it provides transparency in knowing who is out of the office and a detailed record of past events.

#### KDMD Activity Pipeline

For the second reporting period in a row, KDMD has utilized a cross-program pipeline to monitor current activities, track upcoming events, and document past events supported by the project. The pipeline, developed as a Google spreadsheet, is editable by all KDMD staff members and allows the team to monitor project deliverables and coordinate more efficiently on activity support, thereby reducing LOE. The pipeline is organized by program, activity, due date, and KDMD Activity Lead and also includes links to supporting Basecamp documents as well as space for additional notes. Once activities are confirmed, they are also added to the Backpack Calendar.

### COMMUNICATIONS AND ENGAGEMENT TOOLS

#### Adobe Connect

Following the migration during the last reporting period, the KDMD team continues to be pleased with Adobe Connect, a webinar system that offers customizable webinar space, polling capability for participants, increased interaction between webinar attendees and hosts, and sophisticated recording capability with interactive post-event products.

The KDMD project purchased three licenses that have been used for the following online activities:

- Ongoing branded seminar series, including After Hours, Breakfast, Emerging Payment Systems, Diaspora Engagement, Agriculture Sector Council, Feed the Future Stakeholder Meetings, and Women's Leadership in SMEs
- Special webinar events
- Online facilitation
- Online trainings
- Online focus groups
- Internal meetings and collaboration

#### MailChimp

As part of its support to virtually all of the USAID programs involved in the project, KDMD sends out regular email news updates and invitations for USAID-sponsored events to over 2,500 USAID employees. Since June 2010, these e-campaigns have been sent out via the cloud-based email marketing platform MailChimp. As explained in the previous reporting period, with USAID's implementation of Google Mail as its email platform in early 2012, KDMD began to experience serious issues with MailChimp email delivery to USAID email addresses.

In an effort led by Zachary Baquet (USAID/BFS), Lane Pollack (USAID/MD), and the KDMD Communications Portfolio, the team has worked to identify the specific technical problem and resolve

the issue with the USAID Office of the Chief Information Officer (CIO). The CIO officially approved MailChimp for use at the end of May and KDMD was informed that emails would be able to pass the USAID firewall starting June 15.

After the June 15 deadline, KDMD saw no improvement in the USAID email bounce rate. The Communications team continued to work with Baquet and the CIO (principally Jack Dausman and Scott Fulton) to identify the problem and do testing. Test emails suggested to the CIO that there was no configuration error impeding delivery. USAID suggested that Google could be throttling the delivery and offered potential solutions: batching, mailing list clean-up, and whitelisting the MailChimp servers. KDMD worked with MailChimp tech support and the USAID CIO to provide information about MailChimp's outbound server domains for whitelisting. Despite these efforts, and after extensive list cleaning and sending the emails out in batches, KDMD still had cases where MailChimp showed successful delivery but the USAID recipients didn't receive the emails.

In September 2012, after another round of conversation with the CIO, Baquet and Pollack provided them with the email addresses most often used to send MailChimp emails ([agrilinks@agrilinks.org](mailto:agrilinks@agrilinks.org), [microlinks@microlinks.org](mailto:microlinks@microlinks.org), [microlinks@qedgroupllc.com](mailto:microlinks@qedgroupllc.com)). In October, KDMD began using MailChimp's new batch mailing feature, which sends campaigns in segments (at designated intervals) instead of sending to the entire list at once. This prevents the USAID servers from receiving too many emails from an outside source at one time and automatically rejecting them all as spam. This final combination of actions appears to have been successful.

## **CONTINUOUS LEARNING TOOLS**

### **Learning and Impact Report**

The Learning & Impact (L&I) Report is an annual report designed to compile the lessons and improvements made in all the individual KDMD activities. It is part of the KDMD project mandate

and serves as a great opportunity to record lessons learned that clients and program and portfolio managers can refer to as they manage activities.

During this reporting period, the final L&I Report was completed. Written by the A&L team, all of KDMD helped compile the lessons learned; most of the information comes from the Program Managers as they lead KDMD activities that are supported by the portfolios. The report often includes details such as kudos or particular incidents that can help KDMD gauge the success of its activities but that are not recorded in AARs or any other medium.

### **KSLAM**

As a way of internalizing the knowledge management principles that KDMD implements on USAID's behalf, approximately twice per month the team hosts "Knowledge, Sharing, and Learning in the AM," or KSLam, meetings as a venue to learn from one another in a fun, less formal atmosphere. KSLam topics are generated by the team and tracked in the KDMD pipeline.

Examples of KSLam meetings during this reporting period focused on:

- KDMD Mapping
- DrupalCon
- USAID Forward Reforms
- Learning and Impact Report
- Team Building
- Information Sharing
- Learning Styles
- FSN East Africa Knowledge Sharing Meeting: Ethiopia
- Organizational Tools
- Project Management Techniques
- Inside USAID
- Lessons from the Jamaica Community of Practice

These meetings allow the team to share new ideas and gather feedback from staff across the project. They are also an opportunity for creativity and out-of-the box thinking that engage the whole team and helps to build relationships and trust. Following each KSLam, the agenda, outcomes, and follow-up materials are posted to the KDMD wiki or KDMD Community for ongoing reference and team contributions.

## **KDMD Community**

The KDMD Community is a working group for the KDMD team hosted on the KDID website. As such, it serves several purposes. First and foremost, it is a learning space for the KDMD team to share ideas, ask questions, and post interesting documents and tools. Second, it allows KDMD staff to interact with the KDID working groups function from a user perspective, which provides an opportunity to understand the potential and realities of the format so that activity leads can discuss and propose the best solutions with USAID programs and partners. And finally, it serves as a virtual repository of KDMD ideas and resources over time. Examples of recent resources and discussions include:

- Devex Article on USAID Forward Implications
- Online University Education
- Admitting Failure
- Broadening the Range of Designs and Methods for Impact Evaluations
- Complexity and Emergence Podcast
- 9 Tips on Being Great at Work Email
- World Bank Knowledge Conversations

## **KDMD Wiki**

In May, KDMD re-organized and upgraded its internal wiki to better facilitate knowledge capture for the project. A cross-portfolio team designed and implemented a new taxonomy based on the knowledge cycle and designed page templates for KDMD tools, activities, programs, and portfolios. A new home page was designed as well as an FAQ page to easily direct users to sections of the wiki and an

emphasis was placed on making the wiki accessible to both casual browsers as well as individuals searching for specific information. These changes resulted in a better organized and consistent tool to document KDMD processes, best practices, and lessons learned. Along with the upgrade, KDMD project staff were asked to update selected parts of the wiki to ensure that information was up-to-date and reflective of current practices.

## **KDMD BLAST NEWSLETTER**

The end of this reporting period marked the 38th issue of the KDMD Blast newsletter, an internal resource that provides weekly updates on high-level program news, tools, ideas, information, facts, and team profiles and announcements. The newsletter creates a regular opportunity to connect staff across the project and focus on program and portfolio highlights that would otherwise only be shared through informal mechanisms and a brief description at the monthly team meetings.

The impact has been an increased understanding of programs and activities throughout the team, allowing people to make connections and follow up on specific areas of interest or synergy. It has also created documentation of KDMD accomplishments, priorities, and transitions. And last but not least, it has built relationships and trust among team members who have gained a deeper understanding of each other's background and experiences.

## **CLOSE-OUT**

As the KDMD project nears the end of the contract, conversations are underway to better understand and extract lessons as part of the close-out process. To help articulate the value and potential benefits for other USAID-funded projects, a team of USAID and KDMD staff began meeting during this reporting period to share their ideas and experiences throughout the course of KDMD. Although these conversations have only begun, plans are in place to host regular meetings and define a structure and format for knowledge sharing that can capture the best lessons from KDMD and share them

within USAID to help every project incorporate a knowledge management approach.

Also, in preparation for the KDMD close-out, interviews were conducted with KDMD portfolios managers to assess KDMD’s approaches to capturing, tracking, and sharing knowledge. The interviews focused on lessons learned around the KDMD technical and project management processes. Ultimately, this information will be used to transfer the knowledge, practices, and processes instilled in KDMD over to USAID following project close-out in mid-2013. To date, several key KDMD lessons have emerged about factors critical to the project’s success:

- Ownership by KDMD staff and USAID program managers for results delivered

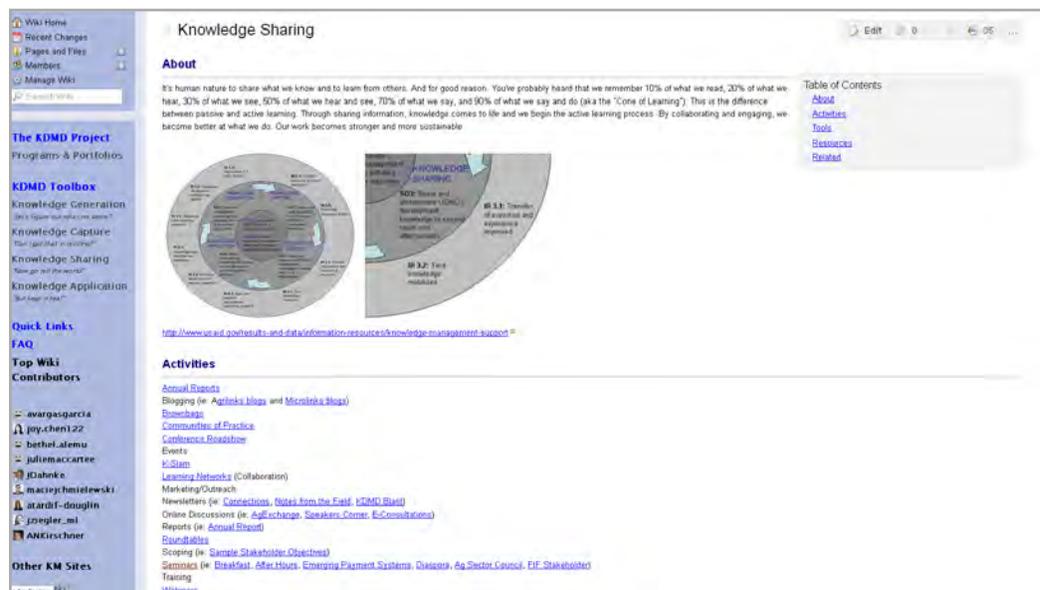
- A culture of partnership and collaboration with USAID and end users in generating, capturing, sharing, and applying acquired knowledge
- Flexibility and adaptability of processes
- Open channels of communication between KDMD and USAID’s COR and other program managers

## FORWARD STATEMENT

The KDMD team will continue to refine its knowledge management tools and practices to take advantages of efficiencies across the project, capture lessons learned, and refine activities where necessary as a result.

Figure 32:

KDMD uses its wiki to capture and share knowledge about how we implement our knowledge generation, capture, sharing (page shown here), and application activities.



## 15. KDMD MANAGEMENT AND PERSONNEL

Effective contract and financial management is important for this large, complex project. QED management regularly communicates with the COR and the Contracting Office regarding financial and contractual matters. Accurate and detailed monthly vouchers for KDMD are submitted to USAID for approval. Quarterly accruals and other financial reports, as requested, are submitted to the COR and Program Managers in their respective offices and bureaus. KDMD management reviews and approves all project time and expense reports.

The KDMD project was headed by Thom Sinclair, Chief of Party (COP), through October 16, at which point Jennifer Dahnke was promoted to Acting COP, with overall responsibility for the project. The COP directly manages the deputy chief of party (DCOP) and the portfolio managers. The COP is responsible for the relationship with the COR. Lane Pollack (USAID/ MPEP) served as COR for the majority of this reporting period and was replaced by Kristin O’Planick (USAID/MPEP) in October.

The portfolio managers are responsible for the work in the technical areas of Assessing & Learning, Web Development & Management, Knowledge & Learning, Communications, and Adult Learning & Training. The portfolio managers supervise the activity leads within their portfolios. During this period, Kathryn Kelly was promoted to Senior Program Manager, responsible for direct management of all program managers. Program managers manage the relationship with the USAID activity managers, managing the budget and providing quality control for deliverables. As a large and complex project, KDMD has personnel changes throughout the life of the project. The effects of these changes have been minimized with the use of online activity management tool (Basecamp), the team wiki that serves as a living repository for project knowledge, the KDMD orientation materials, frequent and consistent use of AARs, and hand-off procedures.

### **KDMD PERSONNEL**

As noted, such a large and complex project has turn over and finds new areas where it needs to expand its capacity. Over this reporting period, the following personnel changes have taken place:

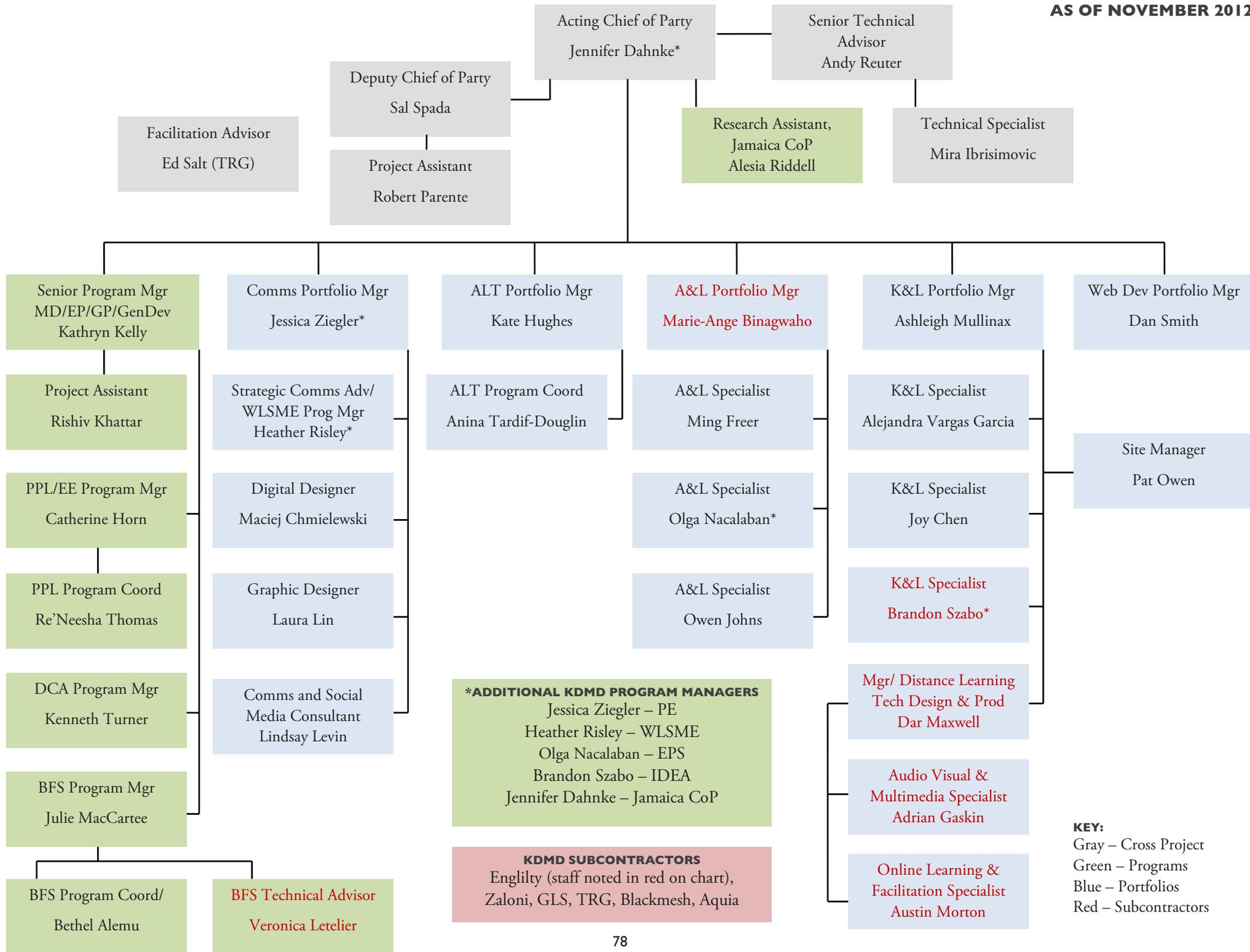
- QED hired Andrew Kirschner as a Communications and Graphic Design Specialist
- QED hired Alejandra Vargas Garcia as a K&L Specialist
- QED employee Re’Neesha Thomas joined KDMD as a Project Coordinator for PPL
- QED employee Rishiv Khattar joined KDMD as a Project Assistant
- QED employee Robert Parente supported KDMD as a Project Assistant
- QED employee Mira Ibrisimovic supported KDMD as a Technical Specialist
- QED promoted Jennifer Dahnke to Acting Chief of Party
- QED promoted Joy Chen to K&L Specialist
- QED promoted Bethel Alemu to Project Coordinator for BFS
- QED promoted Anina Tardif-Douglin to Project Coordinator for ALT
- QED promoted Kathryn Kelly to Senior Program Manager
- QED promoted Kate Hughes to ATL Portfolio Manager
- QED promoted Maciej Chmielewski to Digital Designer

### **KDMD SUB-CONTRACTORS**

Engility [formerly International Resources Group (IRG)], Training Resources Group (TRG), and Global Learning Systems (GLS) continue to provide support to KDMD. Web development work continues to be supported by Zaloni, the lead website development firm for KDMD’s many websites.

# APPENDIX A: KDMD ORGANIZATIONAL CHART

AS OF NOVEMBER 2012



## APPENDIX B: USAID ACTIVITY LEADS

NAME	KDMD PROGRAM OR BUREAU/OFFICE	EMAIL ADDRESS
Zachary Baquet	BFS	<a href="mailto:zbaquet@usaid.gov">zbaquet@usaid.gov</a>
Lawrence Camp	MPEP/PE	<a href="mailto:lcamp@usaid.gov">lcamp@usaid.gov</a>
Anastasia de Santos	WLSME (MPEP/PE)	<a href="mailto:adesantos@usaid.gov">adesantos@usaid.gov</a>
Jeanne Downing	MPEP/MD	<a href="mailto:jdowning@usaid.gov">jdowning@usaid.gov</a>
Mehlika Hoodbhoy	Gen/Dev	<a href="mailto:mhoodbhoy@usaid.gov">mhoodbhoy@usaid.gov</a>
Charley Johnson	IDEA/MS	<a href="mailto:chjohnson@usaid.gov">chjohnson@usaid.gov</a>
Denise Lamaute	E&E	<a href="mailto:dlamaute@usaid.gov">dlamaute@usaid.gov</a>
Kristin O'Planick	Project COR and EP	<a href="mailto:koplanick@usaid.gov">koplanick@usaid.gov</a>
Ana Luisa Pinto	DCA	<a href="mailto:apinto@usaid.gov">apinto@usaid.gov</a>
Lane Pollack	Project COR and MPEP/MD <i>(until October 2012)</i>	<a href="mailto:lpollack@usaid.gov">lpollack@usaid.gov</a>
Rob Schneider	IDEA/GP	<a href="mailto:roschneider@usaid.gov">roschneider@usaid.gov</a>
Thom Sinclair	PPL	<a href="mailto:thsinclair@usaid.gov">thsinclair@usaid.gov</a>
Claire Spence	Jamaica	<a href="mailto:cspence@usaid.gov">cspence@usaid.gov</a>
Maria Stephens	EPS (MPEP/MD)	<a href="mailto:mstephens@usaid.gov">mstephens@usaid.gov</a>
Stacey Young	PPL	<a href="mailto:styoung@usaid.gov">styoung@usaid.gov</a>

## APPENDIX C: KDMD ACTIVITIES

### Websites

The Knowledge-Driven International Development (KDID) family of websites is developed and managed by KDMD, a 5-year USAID project established to maximize the effectiveness of development assistance by connecting development practitioners through learning opportunities and spreading innovation and good practice. Websites include Microlinks, Agrilinks, USAID Learning Lab, Women's Leadership in SMEs, and Social Transitions. KDMD also designed and helps BFS manage the FeedtheFuture.gov website. Although each site is different, they generally feature libraries, blogs, events calendars, training resources, multimedia, and spaces for online collaboration and discussion.

### Communities of Practice and Working Groups

Online spaces are hosted through the websites mentioned above for development professionals to work together and discuss models, identify good practices, and collaborate to find solutions to problems. Groups can be open to membership or by invitation only. They offer users the ability to post new discussions, comment, and share resources within an open or private community.

### Seminars

KDMD supports the implementation of seminars for many programs, including PPL, MPEP, and BFS. Generally, the seminars are held monthly and include in-person and webinar options. The seminars are captured through various types of learning products, including screencasts and interactive webinar recordings.

### Greenroom Interviews

Short, post-seminar videos that capture key takeaways from presenters encourage people to access full presentations and screencasts. They help to create a more interactive feel, expanding the reach of the original event both in terms of time and audience.

### Speakers Corners, AgExchanges, and e-Consultations

Multi-day, online discussions that bring together professionals from across the world to share ideas, debate approaches and learn about new tools and resources to improve practice. Speakers Corners and AgExchanges are guided by leading experts and address issues pertinent to the various websites' topical areas. E-consultations are usually designed to obtain feedback on a particular topic from a specific group of stakeholders.

### Webinars

KDMD frequently uses webinars as a way to engage and collaborate with stakeholders who cannot attend in-person events. A key feature of a webinar is that participants can provide and receive information as well as actively participate in discussions and Q&A with presenters. Webinars can be a component of seminars or they can stand alone.

### Learning Networks

KDMD facilitates the GROOVE and WLSME Learning Networks to generate knowledge targeted at key industry constraints and to capture and disseminate learning to the wider enterprise development community. The grantee organizations not only pursue their individual initiatives, but are encouraged to coordinate efforts, collaborate as a network on group deliverables, and seek input from other industry and practitioner networks.

### Wiki Development

KDMD has developed wikis that codify good practice. The Value Chain Development Wiki draws from research conducted under the leadership of the USAID Microenterprise Development team by the ACDI/VOCA AMAP BDS consortium and many other contributing organizations, academics and institutions. The wiki is housed on Microlinks.

### **e-Newsletters**

The Microlinks *Connections* newsletter and Agrilinks eUpdate, published monthly, feature significant USAID and non-USAID news, announcements, links to new tools and resources, and events and trainings related to microenterprise development and agriculture/food security, respectively.

### **Social Media**

KDMD uses social media platforms such as Twitter, Facebook, LinkedIn, and YouTube to increase awareness about USAID's development activities, share knowledge, encourage learning, promote dialogue, and provide technical expertise on a new platform. By building relationships with practitioners who are active on social media platforms, USAID reaches a broader audience of development professionals. Through its BFS Program, KDMD also hosts regular #AskAg Twitter Chats, monthly Twitter Q&A sessions to connect participants on Twitter directly with agriculture and food security experts.

### **Partnership Engagement**

KDMD's outreach efforts focus on engaging the development community through existing venues and channels, often by partnering with major conference organizers. Involvement in events like the SEEP Annual Conference, Cracking the Nut Conference, World Food Prize, FSN Network regional meetings, and the World Bank Knowledge Share Fair offer the opportunity to promote USAID's technical and knowledge management activities and learn how KDMD can best support the field.

### **Training Courses**

KDMD works with several teams within USAID to produce and conduct both online and in-person trainings. With the MPEP team, KDMD helped produce the four-course Value Chain Approach e-learning series. With BFS, KDMD helps conduct in-person trainings including the Agriculture Core course and the Agriculture Overview course. Similarly, KDMD helps the EP Office conduct the Economic Growth Overview course and the Economic Growth in Post-Conflict Countries course. KDMD has also worked with BFS and the EG team to pilot project design courses in their respective fields.

### **Special Events**

KDMD provides support to USAID for other special events upon request. Levels of support vary and can include activity scoping, logistics, communications and promotion, capture, live online engagement, knowledge product creation and dissemination, facilitation, and/or coordination and management.

### **Learning Guidance**

KDMD develops customized learning guidance to document and share processes and good practices in KM activities. This guidance incorporates KDMD's extensive experience and lessons learned to provide succinct and targeted advice to stakeholders working on a variety of KM activities. Learning topics vary and have included guidance on activity planning, After-Action Reviews, peer assists, and tacit knowledge capture and exchange.

# APPENDIX D: KDMD WEB & DESIGN AWARDS



## 2012 AIGA Justified Competition

### Feed the Future Website Design Award and Unanimous Juror Selection

> Only 18 designs selected of the nearly 400 entries <

AIGA's "Justified" competition selects examples of good design that are also described in terms of their effectiveness in meeting the client's objectives. Entries are judged based on their design attributes and also how well a short case is made on their effectiveness in a clear, compelling and accessible way. A discerning and qualified jury will identify submissions that serve as an effective tool to explain design's value to clients, students, peers and the public in general.

### AIGA Justified Competition Juror Comments for Feed the Future

The case study for this initiative demonstrates a depth of knowledge—imperative to the successful outcome of this extremely complex assignment. Feed the Future is an outstanding example of information design that deals with a very important topic.

Monica Little, Competition Juror



## 2012 Web Marketing Association WebAward Competition

### Microlinks & Feed the Future Websites Outstanding Achievements in Web Development; Outstanding Websites

Since 1997, the Web Marketing Association's annual WebAward Competition has been setting the standard of excellence for Website development. Independent expert judges from around the world review sites in 96 industries. The WebAward Competition is the premier award recognition program for Web developers and marketers worldwide.

Great story. The effective narrative helps us understand the nature and complexity of the design challenge. I was particularly impressed with the focus on training the user to use the system. Good design earns its merit not only through concept and execution, but also through implementation. Well-thought-out design solution. Multiple thumbs up!

Clement Mok, Competition Juror

## 2012 Graphic Design USA American Inhouse Design Competition

### Microlinks Website Promotional Posters Design Award

The American Inhouse Design Awards is the original and the premier showcase for outstanding work by inhouse designers. It provides a unique opportunity for inhouse design, marketing and communications departments to be recognized for their talent, for the challenges they face, and for their value to businesses and institutions.



## 2012 Graphic Design USA American Web Design Competition

### Feed the Future Website Design Award

The American Web Design Awards is an annual celebration of the power of well-designed websites and online communications to attract audiences, disseminate ideas and information, generate response, and promote products and services.

