

BUSINESS GROWTH INITIATIVE

Quarterly Report 2 FY 2010



Weidemann Associates, Inc.
J.E. Austin Associates
Management Systems International (MSI)

Contract: EEM-C-00-06-00022-00

April 1, 2010

Contents

Section I. Introduction 1

 Objectives..... 1

Section II. Summary of Accomplishments for Q2 of FY 2010..... 2

Section III. Organization and Staffing 2

 1. Outreach and Communications Strategy 2

 2. Weidemann Associates Resources 2

Section IV. Program Activities..... 3

 1. Improved Program/Project Designs for Missions 3

 2. Tools and Guidelines 4

 3. Research Activities/Papers 4

 4. Technical Notes (formerly Technical Briefs) and Notes from the Field 6

 5. Seminars/Workshops 6

 6. Pilot Demonstration Projects 6

Section V. Knowledge Management System 6

Annex 1: Financials..... 9

Annex 2: Reports and Documents Completed in Quarter 2..... 10

Annex 3. Project Results Matrix for Year 4, Q 1 and 2 11

Section I. Introduction

The Business Growth Initiative (BGI) Project began September 2006 and entered the second option year for the five year activity this fiscal year. In the project's fourth year, BGI will continue to serve as a resource and center for excellence in business development. Research and technical support efforts will focus on effective tools for practitioners and continue to provide leadership for USAID and implementers around key challenges facing enterprise development.

Changes in US leadership and the global economy offer new challenges and opportunities for USAID and the BGI project. The global economic crisis is challenging how business is conducted. The role of businesses in society and their impact and responsibility to their communities are being questioned and challenged. Government oversight and responsibility in relation to businesses and economic growth has also entered the debate.

Out of the chaos of the economic downturn, individuals, groups and governments are seeking to catalyze opportunities for innovation and government. How can USAID programs best identify and catalyze opportunities? When no opportunities exist, what should economic development assistance priorities be? BGI will face these issues and questions in year four.

Objectives

The goals and objectives of the BGI project remain the same in year four; however greater emphasis and attention will be given to the impact of the recent changes in the global economy, opportunities to participate in and collaborate with other USG activities, specifically the Global Engagement Initiative, and working toward a capstone event to culminate BGI's work at the end of the project.

Specific objectives are:

- 1) Improve enterprise development project designs and implementation to reflect best practices;
- 2) Conduct further research on trends and specific aspects of enterprise development;
- 3) Produce and disseminate technical briefs on specific topics of interest to Missions and to the broader audience for enterprise development;
- 4) Promote the application of these best practices in enterprise development through technical assistance to Missions to aid in improving design of enterprise development projects and through conducting seminars and workshops; and
- 5) Provide technical assistance in the design and implementation of pilot demonstration projects in targeted Missions that will exemplify the application of best practices in enterprise development.

To support these objectives the contract anticipates the services to be provided will include:

- 1) Improved program/project **designs** utilizing best practices in enterprise development in at least four Missions per year;
- 2) At least two **research** projects per year on specific aspects of enterprise development;
- 3) At least four **technical briefs** on aspects/trends in enterprise development produced and disseminated per year;
- 4) At least three **seminars/workshops** per year in the United States and overseas to promote the application of lessons learned and best practices in enterprise development;

- 5) At least two **pilot demonstration projects** (PDPs) per year in Missions with a demonstrated interest generated from outreach to those Missions.

A core service supporting the achievement of these objectives is the **Knowledge Management (KM)** system, which itself has its own set of objectives that are presented below in Section V.

Section II. Summary of Accomplishments for Q2 of FY 2010

Detailed below are accomplishments from this Quarter:

- BGI sponsored a support activity for the African Diaspora Marketplace Learning Event on January 12, 2010, *Identifying Best Practices for Marketing in Africa: Lessons from the Business Growth Initiative*.
- BGI held two Daybreak Discovery events this quarter. The first on January 27, presented the *Economic Growth Alliances in the Asia and Middle East Region* research paper. The second event was held on March 3, and presented the research paper *ICT as a Catalyst to Enterprise Competitiveness*.
- Changes and updates to the BGI KM Portal were completed in this quarter.
- The SOW and budget for the Mission support activity on conducting market research and analysis on the Mali ICT sector were approved. Work will begin in Mali on April 6.
- The SOW for the Business Innovation Centers (BIC) activity was drafted and approved. Initial pre-feasibility studies were undertaken for select countries. A consultant and Marialyce Mutchler were fielded to Morocco at the end of the quarter.
- The Weidemann Associates project staff continued collaborating with the University of Maryland on the *Global Challenge: Creating Alliances for Economic Prosperity*. Round 1 was successfully completed. Planning progressed for Round 2 to be held on April 23.

Section III. Organization and Staffing

Team member meetings with the COTR have been an effective tool and the program manager meets with the COTR at the minimum every two weeks.

1. Outreach and Communications Strategy

In this quarter, BGI continued to work with the University of Maryland to co-host the *Global Challenge*. BGI reached out to and secured judges for Round 1 during this quarter. Judges were used from a number of different contacts from other universities, contractors, USAID personnel, and other professionals in international development. BGI reached out to several judges to participate in the final round. At the end of the quarter, two of the four judges for Round 2 were confirmed and the eight finalist teams had been selected.

2. Weidemann Associates Resources

Two editors were hired and approved during this quarter to assist in the finalization of two project deliverables.

Peter Wang, formerly of Weidemann Associates, was approved to work for the project as an independent consultant on a month-to-month basis providing needed support to project staff on the KM Portal.

Section IV. Program Activities

Year four activities are driven by: budget restrictions, the illustrative Asia and Middle East (A&ME) Bureaus scope of work, activities that support the Global Engagement Initiative, and establishing the BGI legacy for the end of the project.

1. Improved Program/Project Designs for Missions

Based on direct feedback and new inquiries for service, BGI is now recognized as a quality mechanism for providing research and implementation support. While BGI services are limited due to budgetary constraints, support activities will focus on the A&ME Bureaus, MEASURE and implement cost sharing mechanisms when feasible.

A. Asia and Middle East Bureaus (A&ME)

The objective of this activity is to support economic growth programs in the A&ME Bureaus and Missions by carrying out and disseminating research and supporting activities on topics and issues regarding economic growth programs. Regional analyses will also provide state-of-the-art knowledge on critical economic growth programs and development policy issues facing the A&ME Bureaus and Missions. Finally, program support will provide A&ME senior management and Mission support for EG strategy development and program design and implementation across the regions.

In this quarter, BGI continued to provide support to the Bureaus by providing Economic Profiles for the Asia Bureau region. Countries completed in this quarter were:

- Cambodia,
- Kazakhstan,
- Kyrgyz Republic,
- Tajikistan,
- Turkmenistan,
- Uzbekistan,
- Timor-Leste, and
- Mongolia.

In addition, the paper *Economic Growth Alliances in the Asia and Middle East Region* was presented at the first Daybreak Discovery event held in calendar year 2010 on January 27.

B. USAID Mission Support

BGI continues to actively pursue work for improved project/program designs that are demand driven and based on direct or indirect requests for support, interviews with program or Mission staff, and knowledge of when project/program decisions will be made. With approval from the COTR, we will contact and work with appropriate Mission personnel to define in detail the support needed in the concept development, design or evaluation of a program/project. In this Quarter, BGI prepared for one Mission Support activity.

- BGI was asked by USAID/Mali to conduct market research and analysis and to identify concrete ways Internet access can be more sustainably provided in underserved areas of Mali by shared Internet access points (either for-profit or non-profit). The SOW and budget for this activity were finalized in this quarter, the activity will begin in early April.

Activities for Quarter 3, year four:

- There are no planned Mission Support activities for Quarter 3.

C. Trainings and workshops

BGI continues to provide assistance to USAID personnel through trainings and workshops. The Weidemann staff began preparations to work with the RDMA in Thailand to plan a four and a half day training for enterprise development officers June 7-11, 2010.

BGI sponsored a support activity for the African Diaspora Marketplace Learning Event on January 12, 2010, *Identifying Best Practices for Marketing in Africa: Lessons from the Business Growth Initiative*. The session focused on best practices in marketing with limited funds, and in marketing to larger businesses.

Activities for Quarter 3, year four:

- BGI will continue to plan for the training to be held in Thailand June 7-11.

2. Tools and Guidelines

A. Enterprise Development Diagnostic Tool

Several Missions were contacted to gauge their interest in using the Enterprise Development Diagnostic Tool. No new activities were undertaken this quarter with the tool. The BGI team will continue to seek out new opportunities to use the tool in the coming quarter.

B. Impact of the Crisis on USAID economic development assistance

No activities were conducted in this quarter on this new guideline.

Activities planned for Quarter 3, year four:

- Rapid literature review of papers and reports related to the development impact of the economic crisis will be completed and posted on the BGI website.

C. When do you select value chains for your project design

A literature review was completed on discussed on this topic. Further action on this activity is on-hold due to resource constraints.

D. Quick reference guide: Approaches to Enterprise Development

No activities were conducted in this quarter on this new guideline.

Activities planned for Quarter 3, year four:

- BGI will develop the SOW for this assignment.

3. Research Activities/Papers

As part of its core mission, BGI publishes original research to enhance the discussion of best practices in enterprise development.

A. A&ME Bureaus

The research activity for the A&ME Bureaus' year three buy-in was completed. The final report, *Economic Growth Alliances in the Asia and Middle East Regions* was presented at a BGI daybreak discovery event this quarter.

B. Innovation and Entrepreneurship

1. The process regarding the co-sponsored *Global Challenge: Creating Alliances for Economic Prosperity* continued in this quarter. Notable achievements include:
 - Weidemann Associates signed a contract with the Ronald Reagan Building to secure the Rotunda for the luncheon event on April 23, 2010.
 - Registration for the event closed on February 5.
 - Round 1 entries from the teams were sent in on March 5, 2010. The entries were cataloged and sent to Round 1 judges on Monday March 8.
 - Scores were received from Round 1 judges on March 19; the Weidemann Associates project staff compiled the scores, and the 8 finalists were chosen and notified on Monday, March 22.
2. The Weidemann Associates project staff began initial phases of the Business Innovation Centers activity to take place under the President's Global Engagement Initiative. Desk pre-feasibility studies were conducted for the following countries:
 - Egypt,
 - Jordan,
 - Lebanon,
 - Mali,
 - Morocco,
 - Pakistan, and
 - Senegal.

Through discussions with the COTR and Mission staff, Morocco was selected as a definite pilot country. The purpose of this activity is to establish a Business Innovation Center Pilot Alliance (BICPA) that will support entrepreneurship and the dissemination of innovation in the selected country. The role of BGI in this activity will be to facilitate the creation of the BICPA with the self-selected USAID Mission.

A consultant has been identified and will go out to the field in April to secure a Memorandum of Understanding between the partners by the end of the month. The goal is to announce this MOU at the Presidential Summit on Entrepreneurship April 26-27.

Activities planned for Quarter 3, year four:

- Continued planning for the final round event on April 23 for the *Global Challenge*.
- At least one signed MOU for Morocco by April 26, 2010.
- Fielding a consultant to conduct a feasibility study in Mali, and then brokering a MOU for BIC.

C. The Business Environment

No activities were conducted in this quarter on this research topic.

D. Strengthening Enterprise Support Systems

A literature review of current enterprise development practices and the issues related to direct, indirect and attribution issues related to enterprise development linkages to job creation and employment was conducted. The review was sent to Don Snodgrass for comment.

Activities planned for Quarter 3, year four:

- Next steps are on hold pending budgetary constraints.

E. Enterprise Finance

No activities were conducted in this quarter on this research topic.

4. Technical Notes (formerly Technical Briefs) and Notes from the Field

No Technical Notes or Notes from the Field were published in this quarter.

Publications planned for Quarter 3, year four:

- Notes from the Field, Wireless Reach alliance – SRA International.
- Notes from the Field, SSG Advisors.

5. Seminars/Workshops

A. Daybreak Discovery series

BGI continues to sponsor the Local/US based Daybreak Discovery series. Daybreak Discovery events held this quarter:

- The first on January 27, presented the *Economic Growth Alliances in the Asia and Middle East Region* research paper. The second event was held on March 3, and presented the research paper *ICT as a Catalyst to Enterprise Competitiveness*.

Events planned for Quarter 3, year four:

- Presentation on the Notes from the Field on the Wireless Reach alliance. Partners include: SRA International and Qualcomm.
- Roundtable discussion on a Notes from the Field to be developed by SSG Advisors on mobile applications and the potential benefit for entrepreneurs.

B. Capstone Event

No activities were conducted in this quarter on this event.

6. Pilot Demonstration Projects

Pilot demonstration projects are services provided to USAID Missions. Missions interested in conducting short experimental pilot activities with the purpose of using a pilot design in direct program implementation can receive BGI support in the design and monitoring and evaluation of activities.

No pilot demonstration projects were conducted in this quarter.

While no pilot demonstration projects were conducted in the second quarter, BGI hopes that the work currently being conducted in Morocco to draft and sign an MOU for a BICPA will provide us with the opportunity to design the initial outline for a pilot project.

Section V. Knowledge Management System

Knowledge Management (KM) is a core service in the BGI project. Specific objectives of the KM system are:

- Capture, provide custodianship, and perform taxonomy of all information, data, analysis, and any other written material produced under the BGI project.
- Create a standard framework for knowledge creation, sharing and vetting.
- Disseminate lessons learned, best-practices, and professional training in appropriate multimedia formats.
- Provide technical-support and outreach to USAID Missions, client country decision-makers, and other domestic US and international development and support organizations.
- Coordinate donor and KM linkages, create and support “Communities-of-Practice.”

Knowledge is generated and shared in many ways. The above described activities are and will be generating knowledge about best practices in enterprise development. Disseminating knowledge includes the traditional methods of distributing published reports, presentations in workshops and seminars, and teleconferencing of BGI personnel with USAID personnel.

The BGI website facilitates dissemination of knowledge, as well as capturing knowledge through participation in a wider circle of practitioners. In order to improve website operations, BGI will work with SharePoint experts Applied Knowledge Group (AKG) as necessary on key new activities. This quarter, the Weidemann Associates team began discussions with AKG on options for support for the KM Portal. These discussions will continue into the next quarter.

All of the page descriptions were updated this quarter to better convey the services that BGI can provide for USAID personnel and the resources that are available on the website. There are only two tasks that are yet to be completed from the work plan:

- Homepage re-vamp and
- Website survey.

BGI receives information through Google Analytics regarding the traffic that goes to the KM Portal. The statistics are available in monthly increments. Below are the critical points from the most recent month of the Quarter.

Google Analytics, 2/20/10-3/22/10

Summary: The BGI website has had 1,673 visits this past month, averaging 54 visits per day. The average time on the site was 5:34 (5 minutes, 34 seconds). Nearly 79% of the viewers were new viewers. Approximately 40% of visits were direct traffic. 48% of visitors found our website through search engines and 12% found it through a website referral (such as Weidemann or USAID). The page most viewed was the homepage, but there were over 4,200 unique page views.

Visitors:

- BGI site had 1,673 visits
- 1,374 were absolute unique visitors (unduplicated visitors)
- There were 4,296 page views (home page or any other page opened)
- 2.57 was the average number of pages viewed by a visitor
- 78.84% of the visitors were new visitors
- The bounce rate was 70.95% (single-page visits – person left after just visiting the homepage)

- We had visitors from 114 countries/territories, mostly the US, India, UK, Kenya, South Africa, Armenia, Pakistan, Canada, Kazakhstan, and Australia.
- 1,319 visitors were new visitors; 354 were returning visitors
- 78% of the visits were the persons first time on the site, 5.56% their second time on the site, 2.33% their third time on the site, 1.2% or less their fourth or more time on the site
- 72.27% of the visitors were only on the website anywhere from 0-10 seconds, 6.34% from 2-3 minutes, 5.92% for 5-10 minutes, 5.26% for 10-20 minutes
- 70.95% viewed only 1 page, 10.46% viewed 2 pages, 6% viewed 3 pages, 2.69% viewed 4 pages

Traffic Sources:

- 39.87% of visitors (or 667) were direct visitors (they typed in our website directly)
- 48% of visitors (or 803 people) found BGI through a search engine (most commonly Google)
 - Most common keywords used in a search engine were: “business growth,” “business growth initiative,” “Jessica Barrineau,” and “post-conflict and economic growth”
- 12.13% (or 203 people) came from referring sites (43 referring sites in total), most commonly Google, Bing, or LinkedIn

Content:

- 4,296 unique page views
- Most viewed page was the homepage, second was Key Practice Areas, third was BGI Products

Glossary of Terms:

- *Absolute Unique Visitors*: the number of unduplicated visitors (counted only once) to the website
- *Avg. time on the site*: the average amount of time a person spent in any part of the website
- *Bounce rate*: percentage of single-page visits, or visits where the person left after just visiting the homepage
- *Page views*: the number of times anyone has clicked on anything away from the home page to open a new page
- *Pages/visit*: The average number of pages per visit a person views
- *Percent of new visits*: the percentage of visits from outside BGI staff members
- *Visits*: the number of times anyone has gone to any part of www.businessgrowthinitiative.org

Annex 2: Reports and Documents Completed in Quarter 2

- Economic Profiles for the Asia Bureau region completed this Quarter:
 - Cambodia,
 - Kazakhstan,
 - Kyrgyz Republic,
 - Tajikistan,
 - Turkmenistan,
 - Uzbekistan,
 - Timore-Leste, and
 - Mongolia.
- *ICT as a Catalyst to Enterprise Competitiveness* research report finalized, approved, and presented.

Annex 3. Project Results Matrix for Year 4, Q 1 and 2

Project Outcomes	Expected Results	Accomplishments Q 1 and 2	Planned Activities for Quarter 3
Improved program/project designs for missions	4 per year	<ol style="list-style-type: none"> 1. Armenia Value Chain Assessment. 2. Armenia SME Finance Assessment. 3. Ecuador Economic Growth Design. 	<ol style="list-style-type: none"> 1. Mali ICT sector assessment.
Conduct Research Projects	2 per year	<ol style="list-style-type: none"> 1. The final report, <i>Economic Growth Alliances in the Asia and Middle East Regions</i> was approved and presented. 2. <i>ICT as a Catalyst to Enterprise Competitiveness</i> research report finalized, approved, and presented. 	
Develop and Disseminate Technical Note and Notes from the Field	4 per year	<ol style="list-style-type: none"> 1. <i>Extracting Value for Enterprises: Enterprise Development in the Mining Industry in Sub-Saharan Africa</i> technical note. 	<ol style="list-style-type: none"> 1. SRA International to develop a Notes from the Field on Wireless Reach alliance. 2. SSG Advisors to develop a Notes from the Field on mobile applications and entrepreneurs.
Convene Seminars/Workshops on Best Practices	3 domestic, one international	<ol style="list-style-type: none"> 1. <i>Extracting Value for Enterprises: Enterprise Development in the Mining Industry in Sub-Saharan Africa</i> technical note and research paper. 2. Entrepreneur Voices: November 17 in conjunction with Global Entrepreneurship Week. 3. African Diaspora Marketplace Learning Event on January 12, 2010, Identifying Best Practices for Marketing in Africa: Lessons from the Business Growth Initiative. 4. Research paper presentation <i>Economic Growth Alliances in the Asia and Middle East Regions</i>. 5. Technical notes presentation <i>Information and Communication</i> 	<ol style="list-style-type: none"> 1. SRA International to develop a Notes from the Field on Wireless Reach alliance Daybreak event on May 12. 2. SSG Advisors to develop a Notes from the Field on mobile applications and entrepreneurs, Daybreak event to be held in early June (2nd or 3rd). 3. Economic Growth Officers training to be held in Thailand June 7-11.

		<i>Technology as a Catalyst to Enterprise Competitiveness.</i>	
Implement Pilot Demonstration Projects for Missions	1 per year		
Additional Reports, Publications and Activities.		<ol style="list-style-type: none"> 1. Country Reports: Asia Region. 2. Peer paper review of <i>Information and Communication Technology as a Catalyst to Enterprise Competitiveness</i> on November 19th to the UN Foundation-sponsored Technology Salon. 3. Round 1 of the paper competition with the U of MD completed. 4. Rapid literature review of papers and reports related to employment and enterprise development. 5. BIC activity in Morocco started at end of March. 	<ol style="list-style-type: none"> 1. Round 2 of paper competition with the U of MD to be held on April 23. 2. Continued work to secure MOUs in Morocco for BIC. 3. Field consultant to Mali for BIC activity.