FY 2023 QUARTER 1 PROGRESS REPORT
GENERATING RESULTS IN OUR WORK AND THOUGHT LEADERSHIP (GROWTH)
January 2023
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ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSM</td>
<td>Civil Society and Media</td>
</tr>
<tr>
<td>CCD</td>
<td>Cadre Care and Development</td>
</tr>
<tr>
<td>DEIA</td>
<td>Diversity, equity, inclusion, and accessibility</td>
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<tr>
<td>DRG</td>
<td>Democracy, human rights, and governance</td>
</tr>
<tr>
<td>DRG Center</td>
<td>Center of Excellence on Democracy, Human Rights, and Governance</td>
</tr>
<tr>
<td>DRI</td>
<td>Democratic Resilience and Innovation</td>
</tr>
<tr>
<td>GROW</td>
<td>Generate Results within Our Work</td>
</tr>
<tr>
<td>GROWTH</td>
<td>Generating Results in Our Work and Thought Leadership</td>
</tr>
<tr>
<td>PDT</td>
<td>Professional development and training</td>
</tr>
<tr>
<td>TEL</td>
<td>Technology-enhanced learning</td>
</tr>
<tr>
<td>TLC</td>
<td>TLC Solutions, LLC</td>
</tr>
<tr>
<td>TOCOR</td>
<td>Task Order Contracting Officer’s Representative</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
</tbody>
</table>
HIGHLIGHTS

The Generating Results in Our Work and Thought Leadership (GROWTH) project launched on September 21, 2022. GROWTH is a two-year (one base year and one option year) cost-plus-fixed-fee task order funded through the United States Agency for International Development (USAID) and implemented by EnCompass LLC as the prime contractor, led by Team Lead, Adam LeClair. The GROWTH team includes subcontractor, TLC Solutions, LLC (TLC), which leads Objective 3 coaching and leadership. Through GROWTH, EnCompass supports the USAID Center of Excellence on Democracy, Human Rights, and Governance (DRG Center) to strengthen the USAID DRG cadre’s capacity to exchange information and resources via synchronous and asynchronous training programs, internal and external events, and individual and group leadership activities for the DRG Center. Building on four successful years of EnCompass’ previous project, Generate Results within Our Work (GROW), GROWTH is positioned as a trusted partner to support the DRG Center in bolstering thought leadership, professional exchange, and workplace learning to advance democracy globally.

In Q1, November 2022 through December 2022, GROWTH delivered two intensive training sessions reaching 56 participants including 58 percent Foreign Service National (FSN) representation from all regions; one virtual event session reaching 131 participants; one eLearning, which received 633 completions; and 37 coaching sessions with 22 coaching clients.

GROWTH has seven objectives to support the DRG Center and its staff:

Objective 1: DRG Center addresses the DRG technical professional development and training (PDT) needs within USAID’s global DRG cadre while using best practices in adult learning.

During the quarter, GROWTH supported training delivery, made progress on e-learning course development and on new work plan initiatives, conducted planning meetings across DRG technical teams, and hired staff to further strengthen GROWTH’s capacity to support DRG thought leadership.

In collaboration with DRG training teams, the GROWTH team delivered two virtual instructor-led trainings: Applied Political Economy Analysis, which reached 25 participants; and Public Financial Management/Public Accountability, which reached 31 participants. Participants rated both courses highly and provided positive feedback in the final evaluations. Further, 65 percent of participants represented overseas Missions and 58 percent were FSNs, illustrating GROWTH’s ability to provide critical learning opportunities globally.

Exhibit 1: Participant feedback

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would recommend this course to other colleagues.</td>
<td>94%</td>
</tr>
<tr>
<td>I will be able to immediately apply what I learned.</td>
<td>69%</td>
</tr>
<tr>
<td>The training material will enhance my ability to perform my job.</td>
<td>94%</td>
</tr>
<tr>
<td>I feel more confident about applying what I learned back on the job.</td>
<td>92%</td>
</tr>
<tr>
<td>I feel more committed to integrating what I learned in my work.</td>
<td>94%</td>
</tr>
<tr>
<td>I was satisfied with the course.</td>
<td>92%</td>
</tr>
</tbody>
</table>
During Q1, GROWTH also worked with DRG technical experts to continue developing e-learning courses on the following topics: Introduction to Parliaments and National Legislatures; Commissioning and Interpreting Surveys: Do’s and Don’ts; What is Democracy: Defining and Measuring DRG; and Authoritarianism 101. One course, an update to Counter Trafficking in Persons Code of Conduct: Accountability and Action, was finalized and made available for registration during the quarter; GROWTH expects many of the other e-learning courses to complete the clearance process during the coming quarter.

To facilitate planning for the year ahead, members of the GROWTH team conducted semi-structured interviews with various DRG Center colleagues to explore training and learning opportunities based on goals and needs. Discussions with the Civil Society and Media (CSM), Democratic Resilience and Innovation (DRI), Cadre Care and Development (CCD), Governance, and Justice Rights and Security teams, among others, resulted in requests for GROWTH support for activities including instructor-led training, blended learning experiences, videos, and webinars. These discussions complemented and informed broad planning discussions with the Training and Leadership Team, which the GROWTH team continues to help coordinate and facilitate.

GROWTH launched several new work plan initiatives during the quarter, such as the DRG Competency Framework and Mission Mapping. Both initiatives are currently in the initial stages of development and will require substantial ongoing input from the DRG Center. These initiatives will ultimately support DRG thought leadership by establishing standards and maximizing opportunities to engage Mission staff in learning opportunities.

**Objective 2: DRG Center’s events are designed, organized, and facilitated using professional, innovative engagement processes.**

In Q1, GROWTH collaborated with the Civil Society and Media team to deliver a virtual event, Launch of the Digital Primer for Civic Education, exploring the opportunities and challenges for civic education brought about by new technologies. The event drew 131 attendees from both USAID and the public. A recording of the event resides on the USAID YouTube channel and has been disseminated to key stakeholders.

GROWTH has continued to work closely with the DRG offices to plan upcoming events in the new year. A series of eight listening sessions focused on implementing partners followed by a DRG reception (January 25, 2023) is scheduled for January 11, 12, 18, and 19 and the Evidence & Learning team’s Annual Learning Forum for February 15, 16, 17, 20, 22, and 23. Other activities include the Mis-Dis-Mal Information Learning Retreat for DRI on January 31, a series of retreats for CSM throughout Q2, and a fourth follow-up retreat for the CCD Team.
Objective 3: DRG Center staff and the broader cadre have the support and resources to lead their teams, formal and informal groups, and processes during challenging times.

Led by Erin Soto of TLC, the GROWTH leadership coaching program has served a total of 22 clients since the launch of the activity. In addition to the DRG Center’s five senior leaders, who receive unlimited coaching, 14 clients transitioned from the GROW Coaching Program. Six were clients who did not complete their ten sessions and five were “wait-listed” clients undergoing the Leadership Practices Inventory assessment prior to completing their ten sessions. Three clients had completed initial assessments but had not yet begun coaching sessions due to personal reasons.

Of the 22 total clients this quarter, one completed their coaching, including the evaluation, and is now closed; two clients completed their sessions and will close pending their evaluation submission; the five senior leaders of the Center will continue to receive an unlimited number of sessions; and as of the end of December, 19 clients were receiving coaching sessions. TLC provided 37 coaching sessions this first quarter. This low number of sessions reflects both the transition time and the holiday season leave schedules of clients. The number of coaching sessions should trend upward with the addition of new clients and the end of clients’ holiday break.

In terms of indicators, TLC administered only two evaluations this quarter and received one response. This response rate is insufficient to draw any conclusions about the high marks and praise conveyed in the evaluation. TLC will continue to solicit feedback and utilize evaluation findings to improve coaching.

Objective 4: DRG training sessions, events, and leadership processes engage stakeholders in virtual and hybrid environments using the most appropriate and engaging technology.

To integrate appropriate technology that will ensure engaging, equitable, and inclusive learning experiences, GROWTH drafted a Learning Technology List that includes trends and USAID restrictions as a tool for logistics planning and design and compiled a draft catalog of applications that integrate with platforms to help learners of all abilities engage. GROWTH will continue to build these lists in Q2.

To expand services that engage stakeholders through the innovative use of technology, on December 20, 2022, GROWTH and EnCompass’ Digital Learning Hub presented at a DRG All Hands to explore what e-learning and other digital options are available to the Center. GROWTH will continue to partner with colleagues in the Center to explore innovative and effective learning technology solutions.

During this quarter GROWTH also identified and hired a technology-enhanced learning (TEL) specialist who will start in early January to lead numerous technology initiatives.

Objective 5: The DRG Center consistently incorporates DEIA and resilience principles and supports across all events.

GROWTH’s efforts to strengthen the DRG Center’s diversity, equity, inclusion, and accessibility (DEIA) work aim to build upon EnCompass’ DEIA support initiated under GROW. In this quarter, GROWTH collaborated closely with DEIA specialist, Danyell Lewis from Third & Main Consulting, to design a DEIA scope of work and a program that is responsive to the Center’s evolving needs. GROWTH’s DEIA approach focuses on learning, behavior change, and supporting the DRG Center’s new DEIA Technical Advisor, Taly Lind. In December, Danyell Lewis and Taly Lind connected virtually to explore GROWTH’s approach and agree on next steps. In the coming quarter, GROWTH and Danyell Lewis will continue to support the DRG Center’s DEIA Advisory Council and attend regular meetings.
In addition, GROWTH is engaged in discussions with the DRG Center’s Senior Resilience Advisor to explore opportunities for integrating resilience into the Center’s work. Efforts have focused on resilience learning solutions to be included under GROWTH’s Objective 1, including a resilience learning experience to be piloted in 2023 focused on the unique needs of the DRG global cadre.

**Objective 6: The DRG Center has the tools to communicate with our stakeholders frequently, consistently, and professionally.**

Throughout Q1, the GROWTH Project Management Team met with the DRG Center’s Senior Communications Specialist to identify areas for GROWTH support. This meeting was used to generate a GROWTH communications plan, which was submitted at the end of Q1 (pending Task Order Contracting Officer Representative (TOCOR) approval as of the submission of this report). GROWTH also identified areas to support DRG strategic initiatives, such as the Presidential Initiative for Democratic Renewal (PIDR), Partnerships for Democratic Development (PDD), the release of the new DRG policy, and a new democracy narratives framework.

GROWTH continues to maintain other tools (e.g., USAID and Partners’ Lists, Constant Contact) to ensure robust participant outreach for events and training activities.

**Objective 7: DRG Center training, events, and leadership activities are evaluated and adapted in a continuous improvement process.**

Throughout the quarter, GROWTH followed evaluation standards to assess and improve activities. These standards were established during GROW and are outlined in the [Approach to Tracking Reach and Effectiveness of GROWTH-Supported Virtual Activities](#). As per GROWTH standards, all PDT and events integrated at least a Kirkpatrick Level 1 evaluation; all training integrated Kirkpatrick Level 1 and Level 2 evaluations. GROWTH also continued to collect demographic data from training participants to understand the reach of training activities.

GROWTH created a new data tracker for use throughout the contract and explored a new way to report data using Excel-generated data dashboards. As more data are produced throughout the contract, these dashboards will allow for more flexible and interactive data visualization.

During this quarter, GROWTH also began the first phase of the [competency mapping framework](#). This has involved project planning, initial TOCOR approvals, research, and internal consultations to prepare for DRG consultations and prototyping. Throughout the next quarter,
GROWTH will have more consultations with DRG subject-matter experts and move into the prototyping phase.

GROWTH MANAGEMENT

During Q1, to bolster GROWTH’s ability to carry out this work, two new members joined the GROWTH team and Objective 1. Jacob Felderstein started as an Instructional Designer on December 1, 2022 and Julie Shedlaz will start as the TEL Manager on January 9, 2023.

Through much of Q1, EnCompass invested substantial efforts in drafting and finalizing key start-up deliverables, including the GROWTH Year 1 Work Plan; Monitoring, Evaluation and Learning (MEL) plan; and other project management documents which the TOCOR approved by November 10, 2022. Efforts were also invested to transition and improve GROW’s project management tools and processes to fit the unique demands of GROWTH (e.g., an updated GROWTH request form, updated project management tracking tools, updated events calendars). This further included adaptations to GROWTH’s staff management (e.g., Training Lead Mark Nilles now directly manages the entire PDT team) and a transition to the new TOCOR and Alternate TOCOR.

CHALLENGES AND ACTIONS TAKEN

With established project management practices in place, the GROWTH team maintains a high level of adaptability and resilience to overcome challenges and provide a high level of services. GROWTH faced minimal challenges during start-up, given EnCompass’ four years of experience under GROW and the existing project infrastructure. The Objective 3 coaching announcement was delayed this quarter as the DRG Center seeks to establish clearer parameters on other coaching offerings made available across the Agency. As a result, the coaching stream is not at full capacity. The coaching announcement is anticipated to be sent early in Quarter 2.

BUDGET STATUS

As of the submission of this report, GROWTH has submitted one invoice, and the funds expended through November 30, 2022 are $182,154.23, which is line with projected expenses, project start-up, and planned activities for 2023.

Exhibit 4: GROWTH Budget information as of November 30, 2022

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current obligation</td>
<td>$2,951,500.00</td>
</tr>
<tr>
<td>Funds expended</td>
<td>$182,154.23</td>
</tr>
<tr>
<td>Amount remaining from obligation</td>
<td>$2,769,345.77</td>
</tr>
<tr>
<td>Budget ceiling as of September 22</td>
<td>$6,956,404.00</td>
</tr>
<tr>
<td>Amount remaining from budget ceiling</td>
<td>$6,774,249.77</td>
</tr>
</tbody>
</table>
ANNEX 1: DATA DASHBOARD