



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

# END OF PROJECT REPORT

FEED THE FUTURE KNOWLEDGE-DRIVEN  
AGRICULTURAL DEVELOPMENT  
(KDAD) PROJECT

OCTOBER 2013 - SEPTEMBER 2018

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CONTRACT NO. AID-OAA-C-13-00137

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*The Feed the Future Knowledge-Driven Agricultural Development Project was implemented by Insight Systems Corporation in collaboration with QED Group, LLC; and Training Resources Group (TRG).*

*All photos sourced from Feed the Future Flickr.*

*This publication and accompanying microsite [www.Agrilinks.org/KDAD-final-report](http://www.Agrilinks.org/KDAD-final-report) was made possible through support provided by the Bureau for Food Security, U.S. Agency for International Development, under the terms of Contract No. AID-OAA-C-13-00137. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.*

# ACRONYMS

<b>AAR</b>	After Action Review
<b>A&amp;L</b>	Assessing and Learning
<b>BFS</b>	Bureau for Food Security
<b>CLA</b>	Collaborating, Learning, and Adapting
<b>FTFMS</b>	Feed the Future Monitoring System
<b>GenDev</b>	Office of Gender Equality and Women's Empowerment
<b>GFSS</b>	U.S. Government's Global Food Security Strategy
<b>GIF</b>	Gender Integration Framework
<b>GLEE</b>	Global Learning and Evidence Exchange
<b>GUC</b>	Grant Under Contract
<b>KDAD</b>	Feed the Future Knowledge-Driven Agricultural Development Project
<b>KM</b>	Knowledge Management
<b>MPEP</b>	Office of Microenterprise and Private Enterprise Promotion
<b>OFDA</b>	Office of U.S. Foreign Disaster Assistance
<b>PCM</b>	Office of Private Capital and Microenterprise
<b>PMMEP</b>	Performance Management, Monitoring, and Evaluation Plan
<b>PPL</b>	Bureau for Policy, Planning, and Learning
<b>SEEP</b>	Small Enterprise Education Promotion
<b>TMSΩ</b>	Task Management System
<b>USAID</b>	United States Agency for International Development
<b>WEAI</b>	Women's Empowerment in Agriculture Index
<b>WLSME</b>	Women's Leadership in Small and Medium Enterprises

## LIFE OF PROJECT • October 2013 - September 2018





Photo: Knowledge Based Integrated Agriculture and Nutrition Project



Photo: Knowledge Based Integrated Agriculture and Nutrition Project

## A MESSAGE FROM THE CHIEF OF PARTY

***KDAD's work focused on three interrelated strategies that maximized client benefits. This approach helped clients achieve objectives for individual, group, and organizational performance.***

KDAD blended a service provider approach with thought leadership in learning and adaptive management techniques to provide the greatest value to our clients. By providing high-quality, trusted support while tracking how best to engage, we were able to adjust to changes within USAID and the food security community to grow our flagship products and processes.

This document supplements our online final report [microsite](#) and goes into greater depth about our products, processes, successes, and lessons learned. We hope these reports serve as valuable contributions to the food security and learning communities to help strengthen the foundation for future work.

  
**Peter Hobby, Chief of Party**  
*Feed the Future Knowledge-Driven Agricultural Development Project*

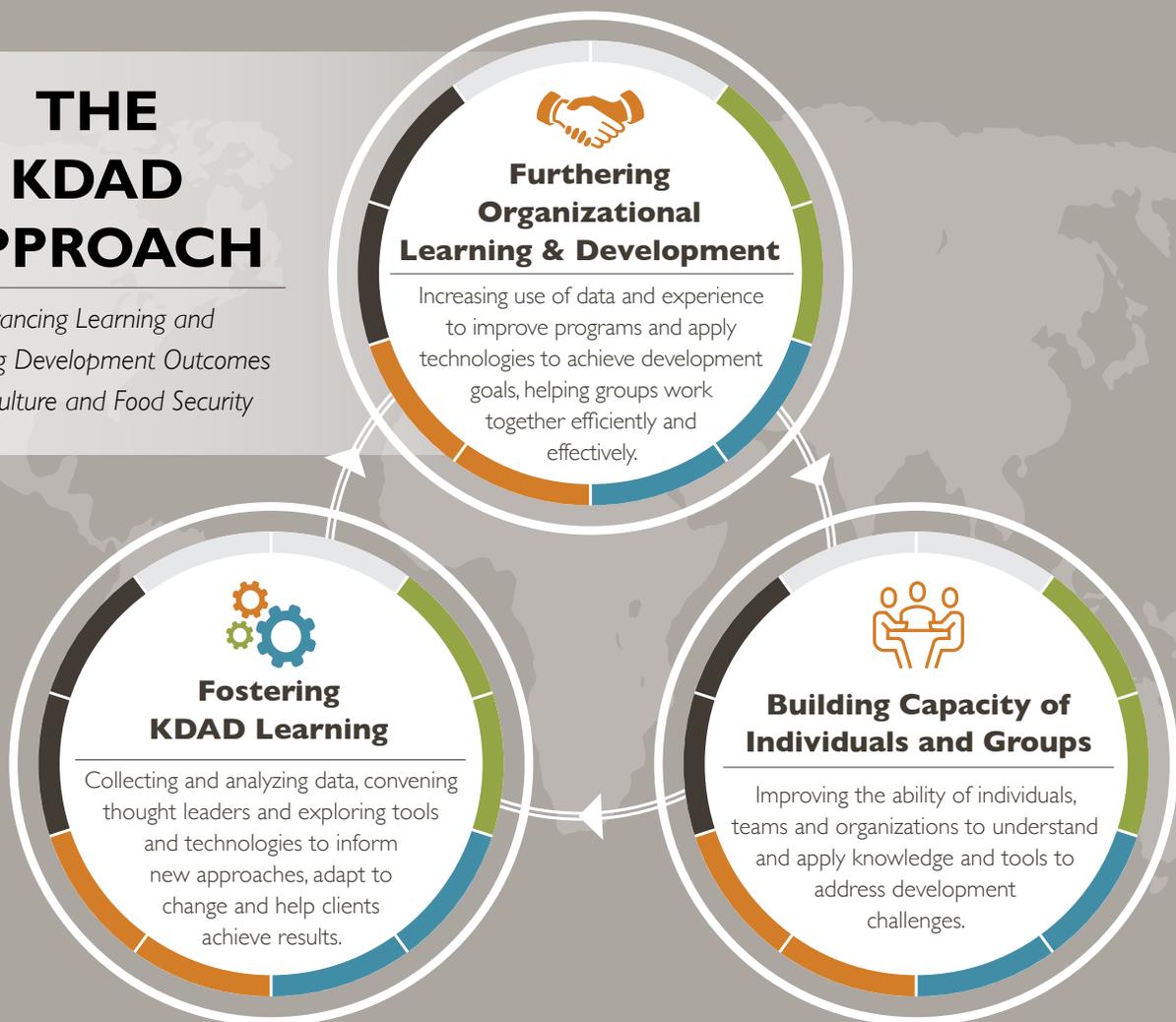
# KDAD'S APPROACH: ADVANCING LEARNING TO IMPROVE DEVELOPMENT OUTCOMES

KDAD's work focused on three interrelated components that provided strategic benefits. This approach enabled clients to achieve objectives for individual, group, and organizational performance.

- Furthering Organizational Learning & Development
- Building Capacity of Individuals and Groups
- Fostering KDAD Learning

## THE KDAD APPROACH

*Advancing Learning and  
Improving Development Outcomes  
in Agriculture and Food Security*



# FURTHERING ORGANIZATIONAL LEARNING AND DEVELOPMENT



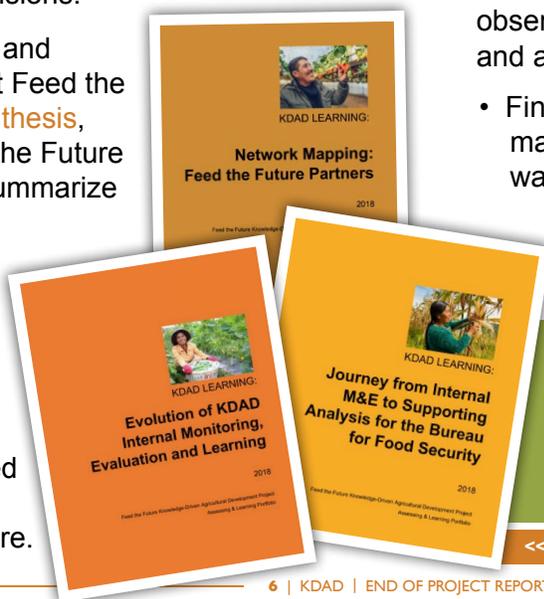
Organizational learning and organizational development lead to more informed, effective, and efficient individuals and groups, and ultimately, improved organizations and the cultures that support them. KDAQ worked on both fronts to ensure that people had the knowledge to enhance their practices and make informed decisions. We also sought ways to assist clients in using systems, processes, and resources to heighten performance, change behavior, and manage and adapt to new challenges.

KDAQ served as a conduit of information, convening experts to form linkages among groups and building technical and social capital. This helped USAID staff improve job performance and development outcomes.

## DATA AND ANALYSIS

Data collection, coding, synthesizing, and analysis were some of the most valuable services we offered clients by generating the information and insights needed to understand challenges, improve programs, and make informed decisions.

- In 2016, KDAQ's data and analysis led to the first Feed the Future **Evaluation Synthesis**, which used the Feed the Future Learning Agenda to summarize 196 performance and impact evaluations. This work shaped the U.S. Government's **Global Food Security Strategy (GFSS)** learning agenda and significantly contributed to understanding the state of Feed the Future.



- KDAQ managed teams of evaluators who worked in Bangladesh, India, and Nepal on the **Cereal Systems Initiative of South Asia**; in Malawi for the **Integrating Nutrition in Value Chains project**; and in Ghana, Mali, Ethiopia, Malawi, and Tanzania for the **Africa Research in Sustainable Intensification for the Next Generation (Africa RISING) project**. The resulting evaluations apprised the respective implementing partners and USAID's Bureau for Food Security of program effectiveness and fostered better understanding of the progress these mechanisms were making toward Feed the Future goals.
- Key informant interviews helped us gather qualitative information to determine needs and explore strategies for improved project implementation, event planning, and training creation and adaptation. Online surveys were used to fine tune client knowledge management, communications, and development activities. Debriefings and after action review (AAR) observations identified successful approaches and areas where improvements were needed.
- Finally, we deployed a collection of tools to make analysis and reporting easier. Klipfolio® was designed to present up-to-the-minute data through a dashboard that made data visualizations possible. Dedoose®, a qualitative research tool, supported data

*KDAQ served as a conduit of information, convening experts to form linkages among groups and building technical and social capital.*

[<< CLICK TO REVIEW](#)

analysis for BFS on the progress of implementing mechanisms receiving Feed the Future funding, pinpointing the initiative’s successes, challenges and areas for improvement. Kumu®, a web based social network platform, enabled KDAD to generate network maps of programs and partners that reveal where coordination gaps and opportunities exist.

In January 2017, KDAD assumed management of the Feed the Future Monitoring System (FTFMS), a consolidated reporting system for interagency Feed the Future activities. KDAD implemented technical improvements to enhance functionality and refinements to improve reporting procedures.

We reviewed more than 850 narratives to identify how projects were reporting and determine where improvements in data collection could enhance the usefulness of FTFMS. A new section on lessons learned was added to performance narratives and greater emphasis was placed on successes and challenges.

Review of sex-disaggregated data revealed that queries within FTFMS could be better aligned to capture more relevant information. The analysis of the sex-disaggregated reporting provided Missions with knowledge on the progress of their respective implementing mechanisms.

**ENGAGEMENT**

KDAD’s ability to convene groups and facilitate discussion, online or in person, helped clients reach new and existing stakeholders for sharing knowledge and successful approaches. Engagement contributed to significant initiatives including the GFSS, the U.S. Government’s Global Food Security Research Agenda, and the Feed the Future Learning Agenda (Phase 2), among others.

We used facilitation strategies to help teams navigate complex issues, find consensus, and formulate plans. This work resulted in time savings, collaborative processes, and ultimately, better outcomes. KDAD worked with clients to define their goals and reach decisions, work that often requires a deep





The highly successful BIFAD/Agrilinks AgExchange attracted the largest number of online participants to discuss the U.S. Government's Global Food Security Research Agenda and generated

**46,000 pageviews in one month**

KDAD and its clients planned and implemented 189 online and in-person webinars, trainings, and other events covering a broad range of topics, and delivered information in formats that appealed to target audiences. Staff in the Washington, D.C. area took advantage of in-person seminars, while online audiences engaged through **AgExchanges** and **AskAg Twitter Chats**. KDAD hosted webinars with international presenters and scheduled multi-day, 24-hour sessions to heighten engagement worldwide. The highly successful BIFAD/Agrilinks **AgExchange** attracted the largest number of online participants to discuss the U.S. Government's Global Food Security Research Strategy and generated 46,000 pageviews in one month.

understanding of topics, organizational priorities, and preferences. Importantly, KDAD demonstrated techniques that could be employed by USAID staff to improve cross-unit collaboration, the quality of meetings, and planning processes. These efforts were instrumental in formulating and implementing Global Learning and Evidence Exchanges (GLEEs), training courses, events, and meetings covering some of the USAID's priority topics:

- In its first year, KDAD assisted BFS in hosting the first **Feed the Future Global Forum** that brought together development practitioners to discuss challenges and progress, providing best practices and insights for future programming.
- KDAD supported the **USAID Forward Experience Summit** in Bangkok in 2014.
- We provided support for BFS's Looking Back, Looking Forward report and helped USAID understand how previous work informed current and future programs.

KDAD managed **Agrilinks** and **Marketlinks** (formerly Microlinks), two flagship websites that represent much more than digital outlets. They are knowledge sharing and communication platforms with the responsibility for conveying high quality technical information to audiences worldwide.

From the information technology perspective, KDAD made a significant investment in revamping the websites. We redesigned and standardized platforms for each website, migrating content, increasing security, and streamlining processes to manage content and operation. KDAD worked directly with clients and key stakeholders, meshing client requirements with digital approaches to create more functional channels for sharing information and increasing engagement.

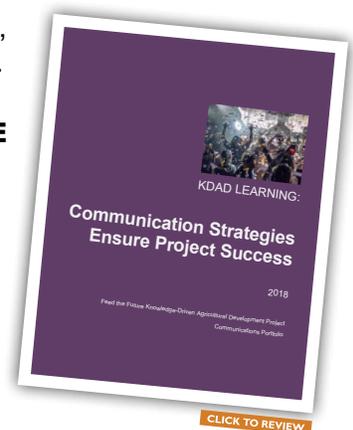
Frequently, co-sponsorship of events created a collaborative space for groups to discuss topics of mutual interest to their respective audiences. This occurred with Agrilinks and Marketlinks, but also included partnerships with the Small Enterprise Education and Promotion (SEEP) Network and Making Cents International, host of the Global Youth Economic Opportunity Summit, among others.

One of the most successful online knowledge products was the **Value Chain Wiki**, a Marketlinks staple that generated 21,290 pageviews, a number far surpassing other online offerings from either site.

KDAD used web analytics to drive strategic improvements in website design and outreach efforts. By tracking how users explored content and the duration of their visits, KDAD was able to take advantage of user behavior to tweak content presentation and page design. Redesigned e-newsletters for each site were key drivers of website traffic. Targeted outreach to stakeholder segments also attracted more readers and more engagement, as did social media campaigns.

## IMPROVING KNOWLEDGE MANAGEMENT

KDAD helped organize two important events for the Office of Gender Equality and Women's Empowerment (GenDev). One brought USAID gender coordinators together to share resources and build connections among staff who worked at different offices and bureaus. The other event attracted USAID staff and implementing partners for an update on gender activities and new directions.



*“A lot of times at BFS we are so busy that it’s hard to take time out to connect the dots and analyze the data. Having an entity like KDAD to rely on, offer resources and assist in understanding data – KM, learning and adapting – is really invaluable.*

*~ Katie West  
Program Analyst, Bureau for Food Security*





*“The benefit of having active management of information sharing like **AgriLinks** is so beneficial for partners and staff. It's incredibly helpful for them to access models and evidence from other contexts that could be applied to their own and provide more creative solutions to issues.”*

*~ Faith Bartz Tarr*

*AAAS Science and Technology Policy fellow and  
Agriculture Officer, USAID Ethiopia Office of  
Economic Growth and Transformation*

From outside the firewall, KDAD developed a gender hub for staff on MyUSAID, USAID's intranet. Tools and resources were compiled, providing a one-stop location featuring more than 550 documents and 65 training tools. That work entailed website assessment, collection and review of materials, and creation of new resources including the [Terms & Definitions: Rights, Equality & Empowerment](#) glossary.

We piloted [Policy Insights](#), a video mini-series on the role of policy in food security, and introduced the Mobilizing Finance for Development video series for the Office of Private Capital and Microenterprise (PCM). KDAD also coordinated development of the handbook [Strengthening Civil Society's Role in Development](#), and the first annual report for USAID's Center for Resilience. Additionally, KDAD supported work that communicated the strategies and success of [value chain activities in Bangladesh](#).

KDAD captured on-the-ground practices and lessons learned in closing the Ecuador Mission to supplement existing USAID guidance for the Bureau for Policy, Planning, and Learning (PPL). KDAD reviewed the closeout process and discussed how to preserve institutional memory.

Eleven grants under contract (GUCs) were awarded to validate approaches and extend learning for the Bureau for Food Security and PPL. Evidence Base for Collaborating, Learning, and Adapting (CLA) grants explored the use of CLA in different contexts to better understand, measure, assess, and demonstrate impact on development programming. Data offered greater insight into the application of learning in program practices.

A study on Improving Engagement and Learning in Massive Open Online Courses (MOOC) examined five components: needs assessment, enrollment intervention, content intervention, retention, and networking intervention to better understand approaches. The African Evaluation Association Professional Association Institutional Capability Development grant enabled the association to update their website/management portal to better serve members and organizations through peer-to-peer learning exchanges.

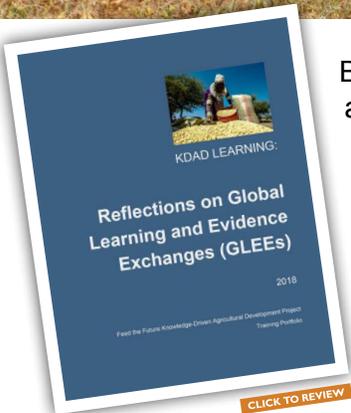
## **NETWORKING FOR DEVELOPMENT**

As an active partner in peer groups and networks, KDAD shared lessons learned and new findings with the USAID community and development practitioners at large. Some of these interactions included the CLA Learning Network, the Program Cycle Network, the American Evaluation Association, and the Society for International Development, among others.

Additionally, KDAD fostered website collaboration, bringing together sister sites in the USAID “Links” community: Landlinks, Climatelinks, Urbanlinks, and the Learning Lab. Community members met to discuss challenges and strategies, and explored cross-sharing of content and promotion.

KDAD staff participated in national and international fora to present successes and new approaches and to capture learning, including the Orange Fleshed Sweet Potato Industry Forum in Malawi, the American Evaluation Association meeting in Washington, D.C., and the Foreign Service National's Network in Uganda. Opportunities to share KDAD's approach included professional organizations, peer networks, partner groups, and others.

# BUILDING CAPACITY OF INDIVIDUALS AND GROUPS



Building capacity involves advancing skills and technical knowledge to improve understanding of processes and strategies that support greater efficiency and effectiveness.

KDAD brought value to clients by working closely together to discuss needs, assess knowledge, and identify gaps.

Following these information-gathering processes, we developed in-person and online approaches to improve skills, increase technical knowledge, and enhance individual and group performance. Activities included knowledge management events, training courses, and Global Learning and Evidence Exchanges (GLEEs), among others.

KDAD conducted training needs assessments at USAID missions and headquarters to determine priorities for staff training and preferred delivery formats. KDAD worked with BFS staff to develop, deliver, and facilitate in-person and online courses. For example, Gender Training of Trainers courses prepared staff to use the [Gender Integration Framework \(GIF\)](#) and the [Women's Empowerment in Agriculture Index \(WEAI\)](#), as well as to facilitate training for others to increase gender strategies in programming.

We also developed training courses for online learners who were not able to participate in person. These shorter, self-guided pieces enabled people to learn at their own speed and, in some cases, earn credit through USAID University. For the general public, KDAD shared course materials on Agrilinks so practitioners who could not attend in-person training could benefit from the substantial documentation that accompanies each course.

**Training programs covered a wide variety of topics** including, but not limited to, agriculture, gender, food security and nutrition, resilience, management and analysis, and policy. They also provided overviews of significant initiatives including Feed the Future and the Global Food Security Strategy. Post-training assessments show that participants are applying new knowledge in their work.

KDAD's capacity-building work extended beyond formal training to behavior modeling through facilitation of meetings and in-depth discussions.

*KDAD brought value to clients by working closely together to discuss needs, assess knowledge, and identify gaps.*

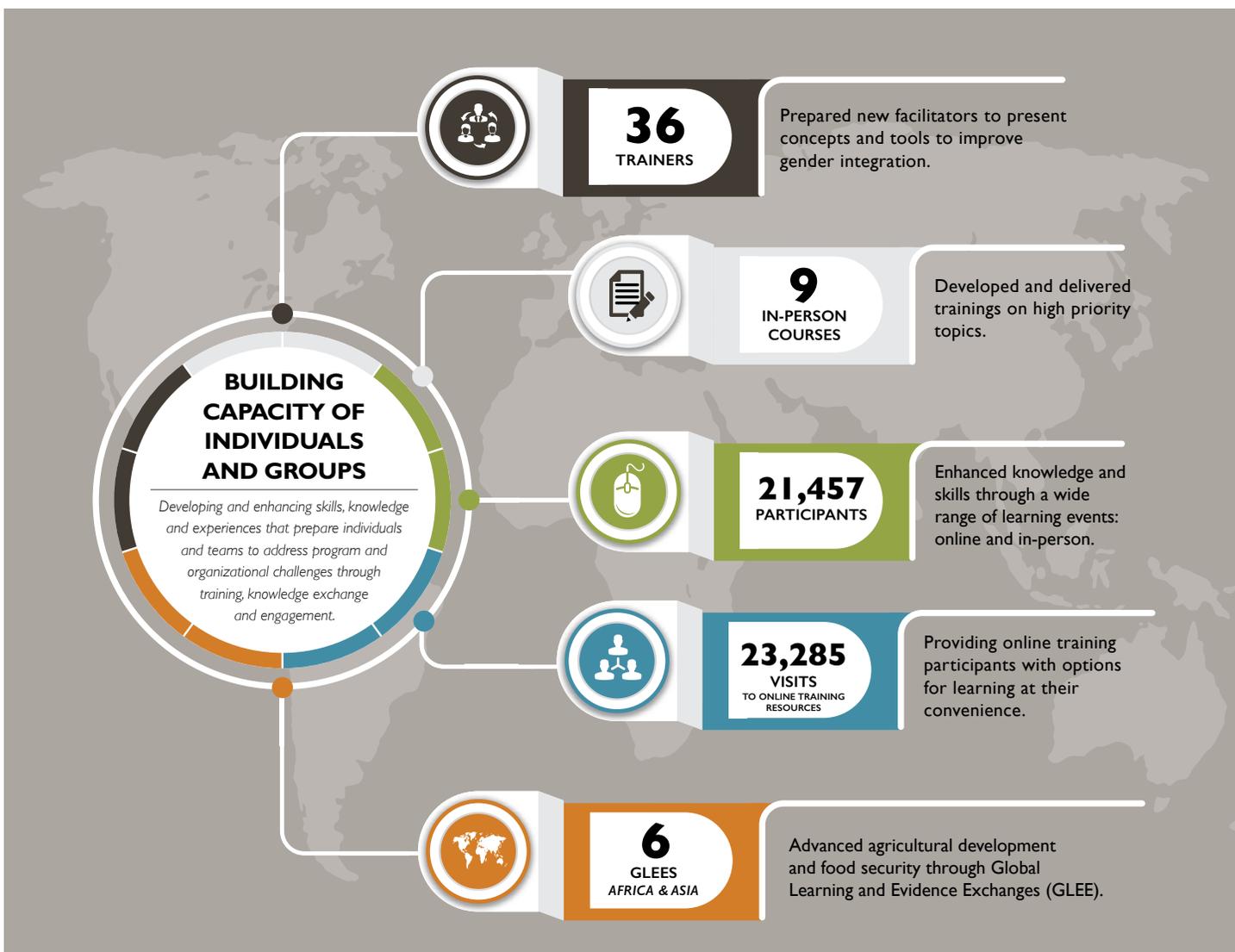
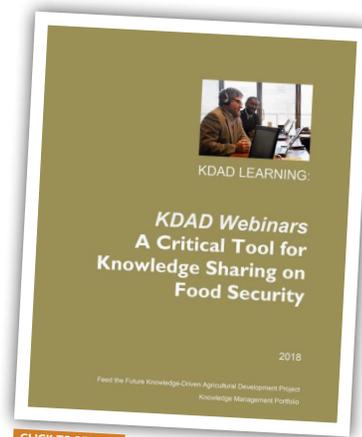


These activities achieved two goals: advancing projects by helping clients consider, plan, and implement activities to improve technical competencies, tools, and actions; and demonstrating techniques for managing diverse groups and multi-layer project streams. Clients also benefited from KDAD perspectives enriched by cross-bureau projects and facilitation activities, which stimulated ideas for greater collaboration.

Delivery of information via websites was critical to providing high-quality content as a foundation for capacity building. Curated content on priority topics and increasing the flow of new information attracted users to Agrilinks and Marketlinks. This led to deeper examination of technical areas and successful online tactics, as well as more frequent engagement with website users. Online webinars and in-person seminars attracted practitioners from around the world to discuss specific topics and learn from each other. KDAD explored a variety of online learning formats and improved targeted outreach strategies to ensure that content reached those who needed it most.

GLEE planning and implementation was a significant undertaking for KDAD and was another clear example of learning and improvement taking place. Planning and preparation, session development, implementation, and logistics strategies advanced over time.

KDAD developed tools to make registration and session planning easier, and best practices soon rose to the top. KDAD identified the most successful approaches for effective planning and facilitation with large groups and perfected methods based on findings from after action reviews (AARs). KDAD assisted in planning and implementing GLEEs covering: Climate-Smart Agriculture in **Cambodia** and **Zambia**; and Market Systems in **Senegal** and **Thailand**.



# FOSTERING KDAD LEARNING



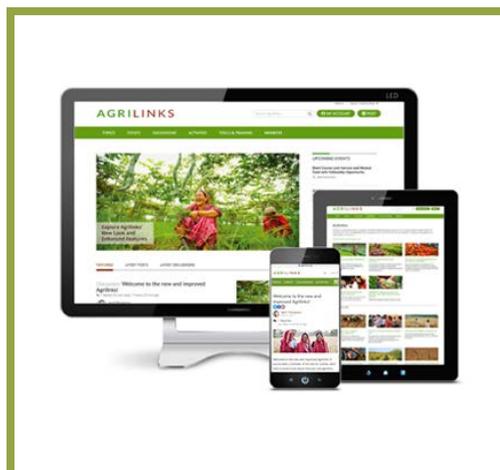
KSLAMs (Knowledge Sharing and Learning in the AM) were frequent gatherings of KDAD and BFS staff, as well as other colleagues to discuss and learn. Facilitated by staff or outside experts, KSLAMs addressed a spectrum of topics: technical and management strategies, “how-tos,” and knowledge management models. Participants brainstormed ideas, solved problems, and learned new processes. Knowledge sharing took the form of presentations, games, team challenges, and discussions.

Evidence-based planning and decision making was a KDAD priority. As a result, we conducted AARs following trainings, special events, and projects to determine what worked and what could be improved. KDAD often scheduled internal AARs as well as reviews that included client perspectives. Each was equally important to ensure continued improvement.

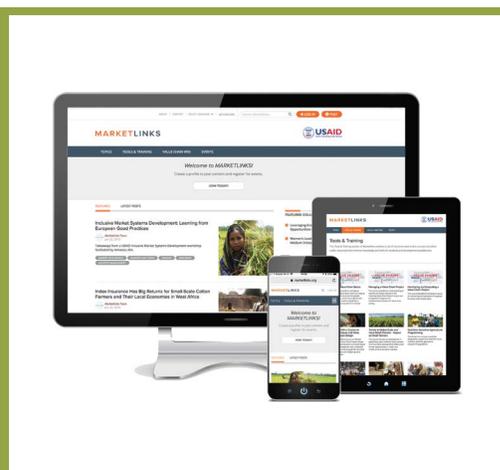
To guide website content development and increase user engagement, KDAD used various analytical methods and performance data to understand the behavior of website users. Google Analytics

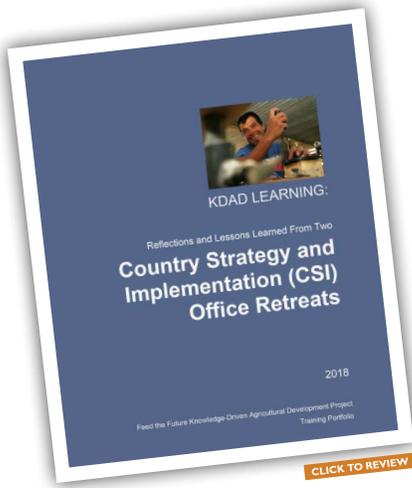
and Klipfolio® furthered exploration of options and strategies. With good data, we made improvements to Agrilinks and Marketlinks and tracked growth of subscribers and user engagement.

One of our most significant undertakings was refreshing the Agrilinks and Marketlinks websites. KDAD learned valuable lessons, including how to bring unity to a diverse array of legacy coding. Implementation of responsive design made sure that the sites performed well across desktop and mobile devices. Additionally, KDAD adopted an Agile approach to project management, where incremental and iterative processes streamlined website development and action on the backlog of new features. This ensured continuous improvement, flexibility, and efficiency. Site development followed a path of viable functionality with additional features added over time. This strategy was applied to Agrilinks and then duplicated for Marketlinks, resulting in clean looking sites that are easy to use, more secure and have fewer operation and maintenance requirements.



One of KDAD's most significant undertakings surrounded website improvements for **Agrilinks** and **Marketlinks**.





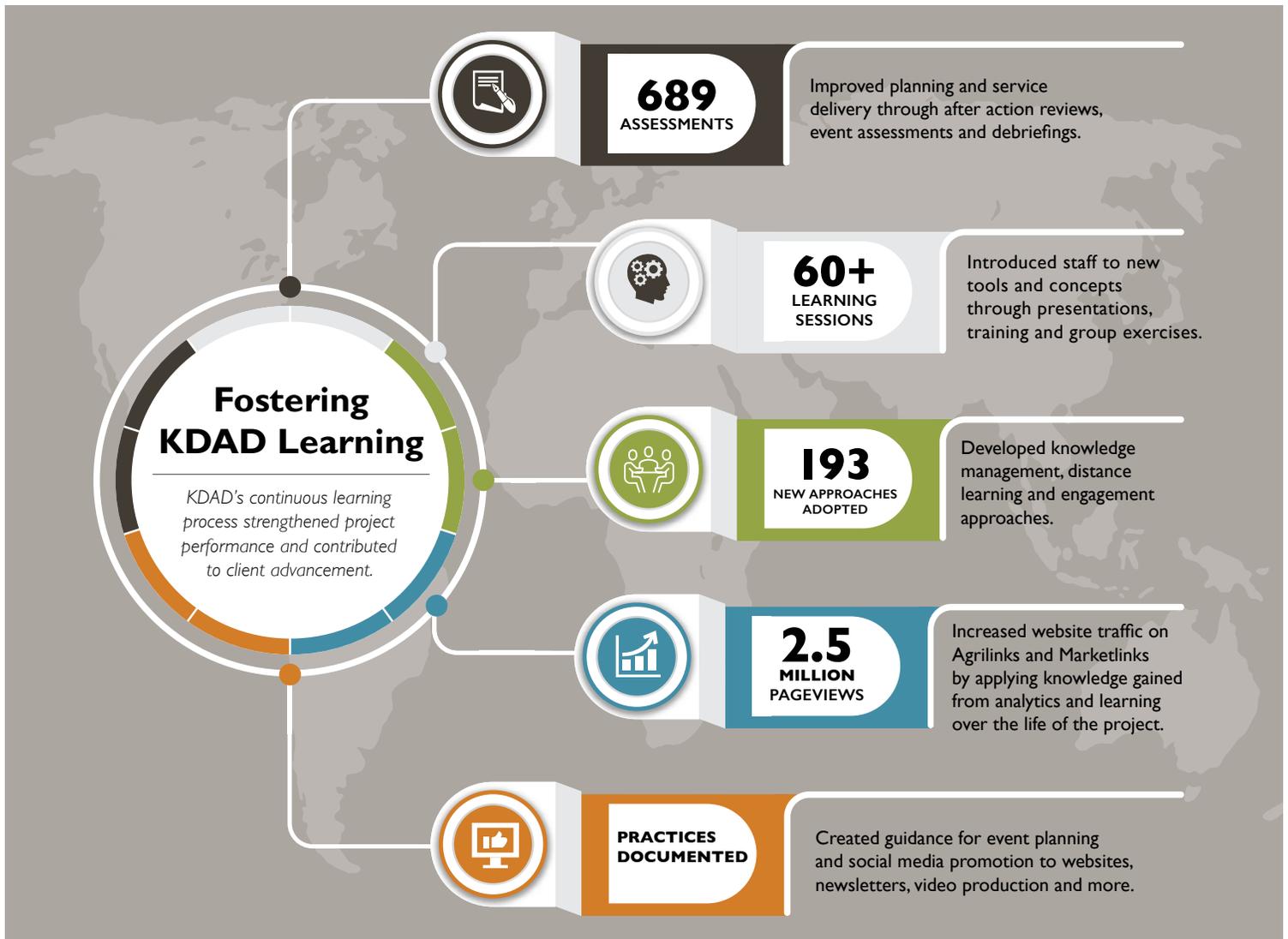
Performance indicators established early in the project did not necessarily capture the extent and variety of our efforts. KADAD adapted to the evolving scope of work by revising indicators to better represent and measure our work. One method

of indicator tracking was through the development of a “soft” indicator reporting system to gather data on important, but less tangible, activities for better reporting and alignment with goals.

Because clients were not always able to commit to projects during the semi-annual work planning period,

KDAD developed a task category for on-demand services. This enabled us to plan for the unexpected. Launch of the Task Management System (TMS) improved tracking of tasks and allocation of time on projects. TMS was essential for generating monthly financial reports and detailed accounting of funds.

Documentation and guidance for processes and projects was developed, and tools were selected to assist staff in accessing the information they needed. This was particularly important when new staff joined the project. Basecamp, a staff communication and management software, and the KDAD Wiki provided a wealth of resources from step-by-step instructions to planning tools. Sharing documents on Google offered a seamless way to collaborate internally and with clients. Guides and standards were created for Agrilinks and Marketlinks, social media, and video production to ensure uniform and high-quality products.



A high-angle photograph of a woman sitting on a concrete floor, surrounded by a vast quantity of bright red chili peppers. She is wearing a light-colored shirt and a patterned shawl draped over her head and shoulders. In front of her is a shallow, round, woven basket filled with the same red chili peppers. The floor is covered in a thick layer of these peppers, extending far beyond the woman and the basket. The scene is brightly lit, highlighting the vibrant red color of the peppers against the grey concrete.

*“Having a strong KM mechanism like KDAD allows us to communicate more efficiently and effectively to all the different stakeholders we serve. The KDAD team was really timely, responsive and meticulous, helping us be strategic in terms of types of questions we asked and in coming up with different ways of presenting information to be more easily digestible.”*

*~ Farzana Ramzan*

*Monitoring and Evaluation Advisor, Bureau for Food Security*

# KDAD MILESTONES



2013

## PROJECT LAUNCH

KDAD supported organizational learning through services to four initial clients: Bureau for Food Security; Feed the Future Communications and Outreach team; Office of Microenterprise and Private Enterprise Promotion; and Bureau for Policy, Planning, and Learning.

## TRAINING

**Cost-Benefit Analysis for Agriculture Project Design** built capacity of BFS to improve project design.

## UGANDA MISSION SUPPORT FACILITATOR TRAINING

Provided support to missions to address the need for improved facilitation, group management, and outreach.

## INCLUSIVE MARKET DEVELOPMENT BLOG SERIES – MICROLINKS

The **series** built capacity for market development by showcasing successful approaches and experience.

## KSLAMS: INTERNAL KDAD EVENTS BEGIN

KSLAMs: Knowledge Sharing and Learning in the A.M. improved KDAD internal learning through regular technical and program exchanges.





2014



### **KDAD PERFORMANCE MANAGEMENT, MONITORING AND EVALUATION PLAN (PMMEP) CREATION**

Developed a monitoring and evaluation plan to support KDAD's unique services and apply measurement to knowledge management activities.

### **FEED THE FUTURE GLOBAL FORUM**

The **event** increased organizational development and learning about the direction and accomplishments of Feed the Future.

### **FEED THE FUTURE WEBSITE REFRESH**

Improved usability and user engagement for Feed the Future's flagship website.

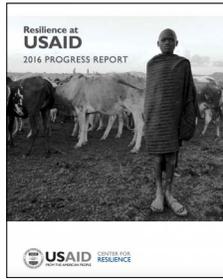
### **ECUADOR MISSION CLOSEOUT SUPPORT**

**Captured firsthand experience** to improve organizational learning.

2015

AGRILINKS LANDMARK

Highest attendance at an Agrilinks-hosted in-person event: 202 participants.



NEW CLIENTS

Expanded services to include: the Office of Private Capital and Microenterprise; the Office of Gender Equality and Women's Empowerment; the USAID Center for Resilience; and the Office of Foreign Disaster Assistance.

LARGE-SCALE EVALUATIONS

Cereal Systems Initiative of South Asia and Integrating Nutrition in Value Chains (INVC) used analysis to further organizational learning about food security systems.

DEVELOPMENT OF MYUSAID GENDER PAGES AND CONTENT HUB

Developed a comprehensive collection of gender resources and program information to support organizational learning across USAID.

FIRST GRANT UNDER CONTRACT AWARDED TO ABDUL LATIF JAMEEL POVERTY ACTION LAB (J-PAL)

Tested the effectiveness of online learning and engagement in Massive Open Online Courses (MOOC).

EVALUATION UTILIZATION STUDY

Furthered organizational learning through examining evaluation utilization across USAID.

FEED THE FUTURE PROGRESS REPORT MICROSITE

Enhanced outreach and learning by creating a microsite to present progress in a new, streamlined and mobile-responsive format.

GLOBAL FOOD SECURITY DISCUSSIONS

Worked closely with USAID staff to plan and implement high-level discussions that led to development of the Global Food Security Act.

POLICY MATRIX

Provided a structure allowing Missions to enter policy data for Feed the Future program evaluation to support organizational development.

INDUSTRY FORUM

Supported a value chain approach: Food Processing and Orange Fleshed Sweet Potato in Africa.

EXTREME POVERTY SUMMIT

Supported implementation and knowledge capture to expand organizational learning for this USAID priority.

TRAINING

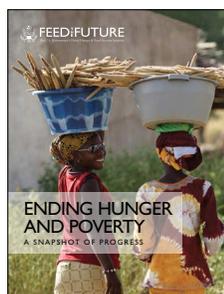
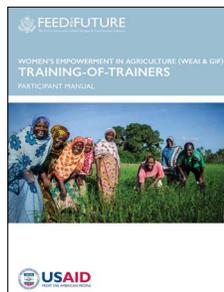
Advanced Topics in Agriculture, Introduction to Logical Framework, and Civil Society Engagement were courses to build BFS staff capacity.



2016

**AGRILINKS  
LANDMARK**

Top attended in-person  
or online event:  
**358 participants**  
(Sustainable Poverty  
Escapes: What  
Resilience and Risk  
Factors Really Matter?)



**GLOBAL LEARNING & EVIDENCE  
EXCHANGE: ZAMBIA**

The **Climate-Smart Agriculture GLEE** built capacity and advanced organizational learning through in-depth development discussions.

**TRAINING**

Women's Empowerment in Agriculture Index & Gender Integration Framework Training of Trainers (Bangkok, Thailand), and Feed the Future Performance Monitoring (Washington, D.C.) provided foundational knowledge of the GIF and WEAI; facilitation skills to deliver courses; and offered evaluation, data collection, and reporting strategies.

**FEED THE FUTURE EVALUATION  
SYNTHESIS REPORT**

The **report** advanced organizational learning and program development through analysis of project reporting and results.

**LAUNCH OF EVIDENCE BASE FOR  
COLLABORATING, LEARNING, AND  
ADAPTING LEARNING NETWORK  
AND GRANTS**

Used new approaches to CLA, facilitating discussion, and validating practices.

**FEED THE FUTURE SNAPSHOT  
OF PROGRESS**

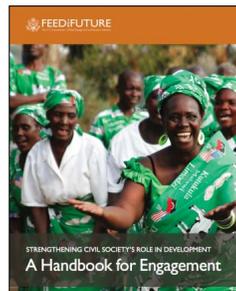
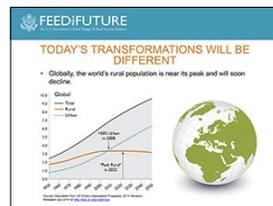
The **Snapshot** communicated Feed the Future successes via a microsite and accompanying report.

**INTERAGENCY NUTRITION  
STRATEGIC PLAN**

Facilitated discussions and convened technical experts to advance understanding of challenges and identify improvement strategies to guide program work.

## AGRILINKS LANDMARK

Record number of pageviews in one month: **46,000**



## MONITORING INFRASTRUCTURE SUPPORT PORTFOLIO FOR FTFMS

Assumed operation of FTFMS, improving functionality and quality of reporting.

## GLOBAL LEARNING & EVIDENCE EXCHANGES: CAMBODIA, SENEGAL

*Climate-Smart Agriculture in Cambodia* and *Market Systems in Senegal* built capacity and advanced organizational learning through in-depth development discussions.

## AGRILINKS REFRESH/RELAUNCH

The *refreshed site* improved performance, knowledge management processes, and user engagement.

## TRAINING

The first of four iterations of the *Food Security and Agriculture Core* course focused on building capacity for improved food security strategies through comprehensive training.

## AGEXCHANGE

The *BIFAD and U.S. Government's Global Food Security Research Strategy* advanced organizational learning through online consultation on research investments to support the GFSS across three core themes: agriculture-led economic growth, resilience, and nutrition.

## POLICY INSIGHTS PILOT VIDEO SERIES

The *pilot video series* promoted greater understanding of policy's role in food security strategies.

## STRENGTHENING CIVIL SOCIETY'S ROLE IN DEVELOPMENT: A HANDBOOK FOR ENGAGEMENT

The *Handbook* built greater appreciation for key civil society concepts and outcomes.

## BANGLADESH AGRICULTURE VALUE CHAIN

*Project support* expanded knowledge of value chain development.

## FTFMS SEX-DISAGGREGATED DATA REPORT 2014-2016

Used data analysis to increase organizational learning and reporting on gender inclusion in programs.



2018

**AGRILINKS  
LANDMARK**

Highest annual  
webinar attendance:  
**1,740 participants**

Top pageviews for  
a training resource:  
**10,684**  
(Nutrition Sensitive  
Agricultural  
Programming)



**MICROLINKS REFRESH/  
MARKETLINKS LAUNCH**

The **refreshed site** under the new name improved management of information to achieve greater outreach, user engagement, and knowledge sharing.

**LEARNING AGENDA SUPPORT**

Increased organizational learning through facilitation and analysis to inform the Feed the Future Learning Agenda design.

**AMERICAN EVALUATION  
ASSOCIATION PRESENTATION**



The **poster** shared best practices and demonstrated use of the Kumu® analysis tool.

**FINANCING FOR DEVELOPMENT  
ONLINE TRAINING**

Introduced new financing concepts and strategies to generate program funding.

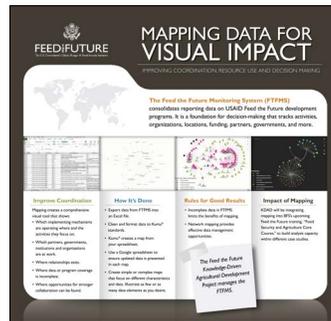
**GENDER FACT SHEET SERIES**

Expanded organizational learning about gender program activities and approaches.

**TRAINING: SOUTH AFRICA,  
THAILAND, WASHINGTON, D.C.**



The GFSS Overview, a new online tool, and three additional iterations of the Food Security and Agriculture Core course.



# OUR CLIENTS

## BUREAU FOR FOOD SECURITY (BFS)

The Bureau for Food Security, through the Feed the Future initiative, combats hunger, poverty, and malnutrition and coordinates the U.S. Government's Global Food Security Strategy. It promotes food security, resilience, and nutrition and strengthens public and private institutions that underpin growth in the agricultural sector. BFS also coordinates and leverages the strengths of other U.S. government partners, multilateral institutions, NGOs, the private sector, universities, and civil society organizations to support country-driven strategies.

KDAD offered a wide variety of services to BFS, the project's primary client. Monitoring, evaluation, and analysis played a significant role in review of Feed the Future program indicators and project performance. Syntheses of findings led to improved policies, and planning, and were valuable in setting new directions.

Management of the Agrilinks website, a primary engagement vehicle, featured online and in-person events, newsletters, and special mailings to attract the development community. Agrilinks subscribers swelled to more than 15,000 over the life of project. Launching monthly themes for the [Agrilinks newsletter](#) and website was a new way to build stakeholder engagement and content development.

KDAD assisted in planning and logistics for large-scale Global Learning and Evidence Exchanges (GLEEs) and other events, assisting BFS and others in setting goals and implementing strategies for adult learning. Facilitation of planning and strategy meetings improved knowledge of technologies and assisted in long-term planning.

Online and in-person training courses developed and implemented by KDAD enhanced the skills of

domestic and international staff and others covering climate-smart agriculture, resilience, gender, [performance monitoring](#), and a host of other topics.

In order to improve and standardize BFS project reporting, KDAD provided writing, editing, and graphic design services, yielding uniform and readable materials.

KDAD provided design and development services to Feed the Future's Communications team for campaigns, special reports, and the Feed the Future website. Collaboration on strategic, public-facing engagement included the annual [Super Bowl campaign](#) and the [annual recipe contest](#) held around Thanksgiving.

Web work included enhancements to the Feed the Future website as well as creation of the Progress Report microsite and template, an interactive outreach tool available in mobile, tablet, and desktop modes. KDAD participated in events, created videos, and used graphics to convey key messages across platforms.



*“The tools KDAD gave us were great. It was good having the printed manuals for trainers and participants. It made the trainers a lot more confident in delivering the training.”*

*~ Alefia Merchant*

*Agriculture Development officer and Feed the Future coordinator, USAID Guatemala*

## **OFFICE OF MICROENTERPRISE AND PRIVATE ENTERPRISE PROMOTION (MPEP)**

MPEP designs inclusive growth solutions for USAID programs that integrate the most current technical research and thinking on finance, microenterprise, small and medium-sized enterprises, and value chains.

KDAD support for MPEP centered on Microlinks (renamed Marketlinks in 2018), a mature website that featured online and in-person learning events, sponsored conferences, and maintained program resources. Marketlinks had the largest distribution network of sites managed by KDAD with more than 25,000 subscribers who received special mailings and the monthly Connections e-newsletter. A blog series retrospective on the advancement of enterprise and finance took readers on a journey from microenterprises to inclusive market systems. The Value Chain Development Wiki, a source for information on developing and working with value chains, continued to be a sought-after resource on Marketlinks.

Frequently KDAD looked for opportunities to bring Marketlinks and Agrilinks users together in co-hosted events on topics of interest to all.

In other work, KDAD managed the Women’s Leadership in Small and Medium Enterprises (WLSME) website, the content of which was migrated to Marketlinks.org.

Marketlinks is a frequent sponsor of the annual Making Cents International Global Youth Economic Opportunities Summit and the Small Enterprise and Education Promotion (SEEP) Network annual conference. KDAD managed participation in these events and contributed to promotion and outreach, including video production.

## **BUREAU FOR POLICY, PLANNING, AND LEARNING (PPL)**

The Bureau for Policy, Planning, and Learning (PPL) shapes USAID’s development policy and provides programming guidance to ensure work is grounded in evidence and reflects the most advanced thinking in international development. It also promotes greater efficiency and builds the capacity of staff to operate within the USAID program cycle.

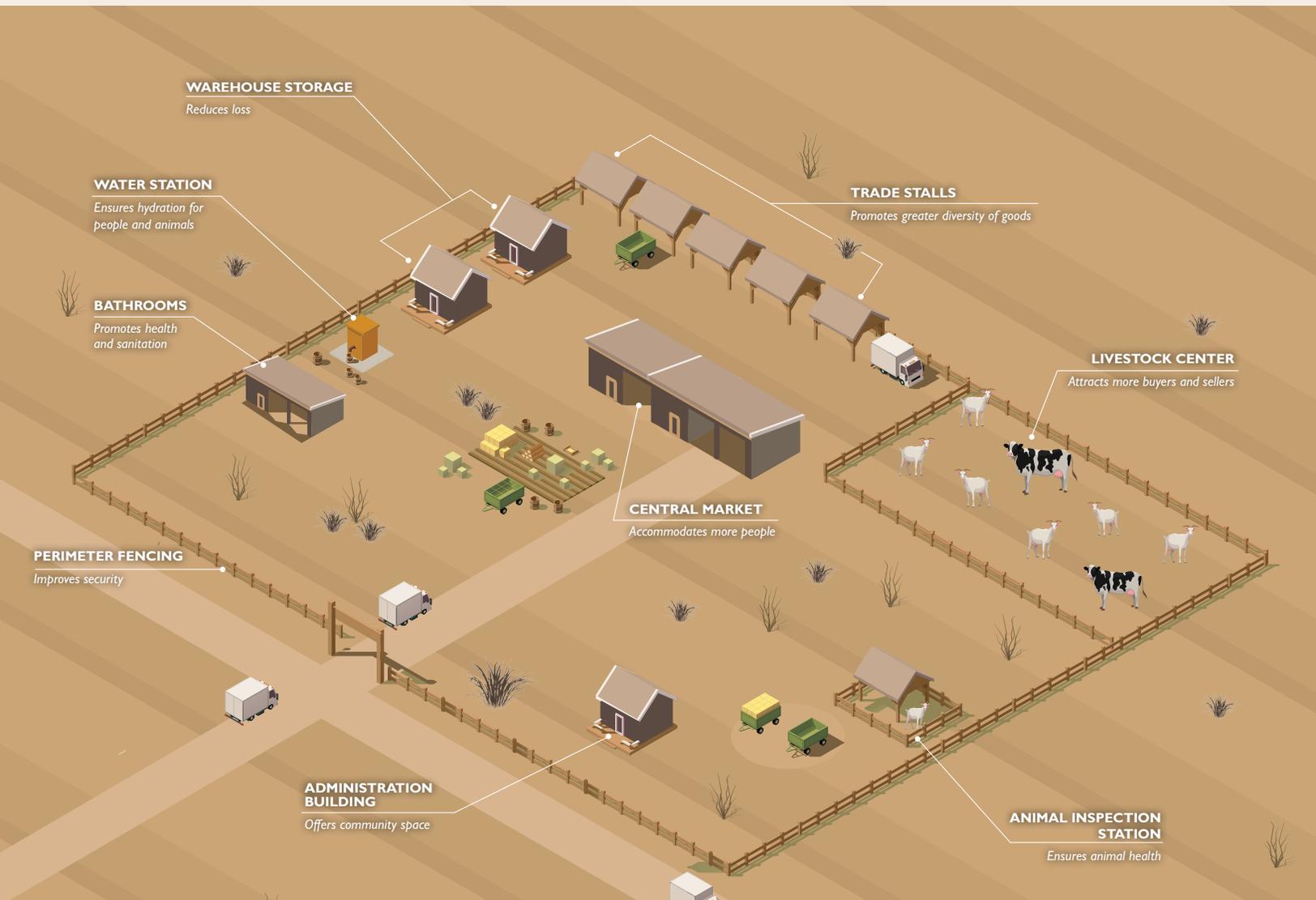
Initial efforts on behalf of PPL focused on enhancing knowledge and providing technical assistance. KDAD coordinated the two-day Programming to End Extreme Poverty: Evidence and Experience to Guide the Way Forward Summit that convened development leaders to discuss USAID’s agenda and develop program guidance and recommendations for ending extreme poverty by 2030.

KDAD generated, facilitated, and shared ideas and information on Collaborating, Learning, and Adapting (CLA) through a variety of forums (e.g., short-term technical assistance, events, and online participation) that engaged key audiences in knowledge-based activities. Activities included management of the USAID Learning Lab website; Mission engagement; the [USAID Forward Summit](#) in Bangkok; and growth in the online working groups.

KDAD managed a series of grants under contract (GUCs) that produced, among others, tools to improve groundnut post-harvest practices. Support for the Evidence Base for Collaborating, Learning, and Adapting Learning Network enabled PPL to further specific organization’s knowledge generation and capture efforts.

# ECONOMIC AND SOCIAL IMPROVEMENTS RESULT FROM MARKET INFRASTRUCTURE COLLABORATION

*Program integration yields greater impact.*



## USAID CENTER FOR RESILIENCE

The USAID Center for Resilience, housed within BFS, provides strategic, programmatic, and analytic leadership on USAID's resilience priorities and offers technical assistance and implementation resources to staff worldwide.

KDAD's support addressed two interrelated and important areas for this office: education and outreach. An [online training course](#) in English and French was developed as a self-guided tool to familiarize staff with resilience concepts and strategies. KDAD was instrumental in developing the Center's first [annual report](#) summarizing key activities. Agrilinks was an important platform for additional outreach, maintaining resilience topics and supporting knowledge exchanged through webinars and newsletter themes. Seven country case studies were produced to share knowledge of drivers of

sustained and transitory poverty escapes across country contexts. These studies highlighted policy and programming implications contributing to USAID's overall mandate to improve resilience.

KDAD collaborated with Resilience staff to develop a market infrastructure graphic (above) that illustrates connections and strategies for multi-use development.

## OFFICE OF GENDER EQUALITY AND WOMEN'S EMPOWERMENT (GENDEV)

The GenDev Office integrates gender equality and women's empowerment systematically across USAID projects and provides technical leadership on gender topics. Gender initiatives are key to building food security, productivity, economic growth, and resilience. The Office furthers work in health and education for women and girls, reduces [gender-based violence](#), and promotes empowerment.

KDAD began working with the GenDev Office as part of the second wave of clients to join the project in late 2014. An initial goal was to develop a communications plan, build foundational tools to share knowledge more broadly, and advance gender integration.

After a content audit of gender sites and stakeholder meetings, KDAD assisted the Office in developing a robust gender information hub on MyUSAID. KDAD reviewed content, developed a structure, curated resources, and assisted Gender staff in building pages. Other products included talking points, a fact database, and guidance for telling the gender story.

Other work included development of social media toolkits to support international days of recognition, including 16 Days Against Gender-Based Violence and International Women’s Day, among others. Support for stakeholder meetings and online learning events hosted through Agrilinks provided an opportunity to address specific gender goals. KDAD designed a variety of gender-based **infographics** to support communication priorities. Additionally, in coordination with an outside digital provider, KDAD helped the Office develop a series of animations to promote women’s empowerment online.

## OFFICE OF PRIVATE CAPITAL AND MICROENTERPRISE (PCM)

PCM increases USAID’s capacity to mobilize private resources and expertise in support of development priorities and works at the nexus of business opportunities and development priorities. PCM engages investors and reduces business risks primarily by supporting direct transactions and facilitating investment partnerships.

PCM joined KDAD as a client in late 2014. The first request was to help craft short- and long-term communication plans and provide other support to help this newly-formed office reach key audiences within USAID and the investor community. KDAD guided PCM staff through a communications planning exercise, completed key informant interviews, and compiled an accompanying report to provide the evidence needed for sound decision making. KDAD mapped out strategies for engaging with USAID audiences and building knowledge around PCM topics.

Other activities included development of talking points and graphics, a customizable presentation, and a series of promotional fact sheets that summarized successful examples of private sector partnerships. When PCM finished developing the Financing for Development training program, KDAD created a series of mini-training modules for online audiences covering the fundamentals of financing for development and generating interest in further training.

## OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE (OFDA)

OFDA experts help countries prepare for, respond to, and recover from humanitarian crises. OFDA works with the international humanitarian community to give vulnerable populations resources to build resilience and strengthen their own ability to respond to emergencies.

KDAD began working with OFDA in 2016 and supported in-person and online events in collaboration with Marketlinks and Agrilinks.

## REGIONAL DEVELOPMENT MISSION FOR ASIA (RDMA)

The Regional Development Mission for Asia (RDMA) in Bangkok implements innovative and cost-effective development programs in countries across Asia and serves as a central location for USAID-sponsored events. The Mission supports a broad portfolio of regional and transnational programs and provides technical leadership, services, and support to several USAID bilateral missions in Asia.

With funding from RDMA, KDAD supported development and documentation of practices of the **Bangladesh Agriculture Value Chain** project. Those materials were valuable resources for practitioners working with value chains and supported presentations at the Market Systems Global Learning and Evidence Exchanges in Senegal and Thailand.





# ANNEX A: KDAC THROUGH THE YEARS

*Follow KDAD's growth and evolution, and learn more about the diversity of our work.*

***SELECT AN ICON TO REVIEW***

**2014**

**2015**

**2016**

**2017**

**2018**

# ANNEX B: KDAC RESULTS FRAMEWORK



## Learning Communities Cultivated

### IR 1: Information, ideas and innovation identified and accessible for LCs.

- 1.1 State of the art KM tools, approaches and GUCs delineated.
- 1.2 Information and knowledge products for application by LCs prepared.
- 1.3 Strategic information that demonstrate USAID's contributions to development available curated.
- 1.4 Current practice in food security and agriculture strengthened through training.

### IR 2: LCs engaged through dissemination of information and ideas.

- 2.1 Best practices in strategic communications result in broadened stakeholder awareness and deepened engagement.
- 2.2 Websites and knowledge sharing infrastructure upgraded and expanded.
- 2.3 LCs collaboration and information flows increased through learning events.

### IR 3: Learning applied through data-driven adaptive management.

- 3.1 Understanding and measurement of project performance through M&E tools and approaches increased.
- 3.2 Approaches to apply learning through adaptive management piloted and shared.

