

Development Experience Clearinghouse

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| USAID award number (contract, cooperative agreement, grant, etc.): Prime Contract No. GEG-I-00-02-00024-00, Task Order No. GEG-I-04-02-00024-00 | |
| Strategic Objective (SO) title: | SO number: |
| Project title: AMAP Poverty Analysis and Social Safety Net Knowledge Management (KM) Task Order | Project number: |
| Document title/translated title: Poverty Analysis and Social Safety Net Knowledge Management (KM) Task Order Close-out Report | |
| Author(s): The QED Group, LLC and International Resources Group (IRG) Inc. | |
| Contractor or grantee name(s): The QED Group, LLC | |
| Sponsoring USAID operating unit(s): USAID Microenterprise Development Office | |
| Language: English | Publication date: 04/30/2008 |
| Abstract <i>(summary of most significant information, 250 word limit; optional):</i> The purpose of the PASSN Knowledge Management (KM) Task Order was to promote knowledge and understanding of pro-poor development strategies and approaches within and outside USAID and to assist the PASSN Team in promoting a better understanding of the links among economic growth, social development, improved governance, and poverty reduction. | |
| Keywords <i>(suggested terms to describe content of document; optional):</i> | |

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**POVERTY ANALYSIS AND SOCIAL SAFETY NET
KNOWLEDGE MANAGEMENT (KM)
TASK ORDER**

Final Report

April 30, 2008

Prepared by The QED Group, LLC
Under Contract No. GEG-I-00-02-00024-00 with USAID

I. INTRODUCTION

The Poverty Analysis and Social Safety Nets (PASSN) team's mandate is to assist USAID missions and their implementing partners to incorporate promising approaches into the design and delivery of development assistance aimed at helping poor people to stabilize and increase their household income and assets.

The purpose of the PASSN Knowledge Management (KM) Task Order was to promote knowledge and understanding of pro-poor development strategies and approaches within and outside USAID and to assist the PASSN Team in promoting a better understanding of the links among economic growth, social development, improved governance, and poverty reduction. The KM Task Order began in September 2004 and ended on April 30, 2008.

II. PASSN KNOWLEDGE MANAGEMENT TASK ORDER SCOPE OF WORK

The Scope of Work for the PASSN task order changed significantly over the course of the project. Initially, the SOW listed the following activities:

PASSN KM Scope of Work (September 2004)

- **Administration of the Expanded Team:** The Core Team will bring together USAID professionals serving on the PASSN Team and representatives of key contractors. The Expanded Team will be made up of the Core Team members, other USAID professionals and experts from outside USAID (university researchers, staff from other development agencies and multi lateral donors and practitioners).
- **Task One: Overall Support Management.** The contractor will oversee all aspects of this SOW including but not limited to: quality control management of all deliverables under the contract; periodic consultations as required to update the Team on the status of contract performance; miscellaneous support services such as the development and management of a Team filing system; support for the Core and Expanded Teams and other administrative systems deemed necessary to improve the efficiency of Core Team activities; and, the development of periodic reports as required.
- **Task Two: Improved knowledge management/communications.** The contractor will develop and maintain the Core Team's communication strategy. The strategy will, amongst other things, identify what the Core Team needs to do to support a knowledge management system, what key messages the Core Team should be communicating, who the Core Team's key audiences are, what types of messages each component of the audience requires, and which steps the Core Team needs to take to brand itself within USAID and the donor/NGO community. While the final communications channels and modalities to be used by the Core Team will be determined during strategy development, at least three key communication vehicles are envisioned: a **professional publication series (Task Four)**, a series of **meetings and seminars (Task Three)**, and some form of an **electronic knowledge management system (Task Two)**.
- **Task Three: Workshop and Seminar Management.** The contractor will coordinate workshops and seminars on pro-poor development topics including Core and Expanded Team planning meetings, brownbag seminar series, half-day symposia and major conferences on selected poverty reduction issues and approaches. The contractor will be responsible for developing an annual seminar/meeting plan consistent with Core Team requirements.
 - **Speaker Series.** Up to three speaker series each year might be possible. Two would be wholly supported by the Core Team and one in cooperation with another EGAT Team or office.
 - **Half-day Seminars.** Up to four half-day seminars that will expand upon topics of importance to the Core and/or Expanded Team, USAID and the Washington-based development community could be planned.
 - **Expanded Team Meetings.** Up to 4 Expanded Team planning meetings per year to monitor program implementation and to provide guidance on the structure and implementation of the Core Team's research and seminar program.
 - **Annual Symposium.** Up to one major symposium per year to focus on a topical issue affecting the poor.
 - **Flexible Speaker Series.** This series would feature outstanding researchers and practitioners who are working on the forefront of pro-poor growth and research.
- **Task Four: Publication Series.** To assist the Office of Poverty Reduction in promoting knowledge and understanding of poverty reduction growth strategies within and outside of USAID, the consultant will identify,

Changes to the SOW

The composition and focus of the PASSN team shifted during 2005, due in large part to the departure of the PASSN Team Leader Marty Hanratty in 2005. In September 2005, the PASSN CTO Don Sillers informed the QED Group of adjustments to the scope of QED's work and changes to deliverable deadlines. Mr. Sillers indicated that, as the PASSN team was searching for a new Team Leader, PASSN would update its research agenda in conjunction with the new Team Leader's arrival, and recognized that a number of the activities in the contract were dependent on revision of the agenda. Consequently the CTO put the following tasks on hold for the remainder of the task order:

- Communications plan
- Development/administration of the advisory group / extended team
- The monitoring and evaluation (M&E) annual report
- The electronic newsletter
- The FY 2006 work plan

The CTO instructed the QED Group to continue performing the following tasks:

- Maintaining and updating www.povertyfrontiers.org
- Promoting the PASSN team's materials and events through the site
- Supporting workshops and conferences, as required
- Assisting with any requested publication support-including editing, branding, and Section 508 compliance, as required
- Supporting any ad hoc requests from the PASSN team
- Attending PASSN team meetings when requested

No-Cost Extension

In September 2007, the QED Group requested a no-cost extension to the task order in recognition of the fact that 1) progress toward the objectives of PASSN's KM task order had been slower than expected due to the departure of the team leader at the beginning of the Task Order implementation (which left an 8-10 month gap until a new CTO was assigned and the team recomposed its work objectives); and 2) related work on the AMAP KMC and TA task orders was also extended through a no-cost extension of the existing task orders through April, 2008. The no-cost extension established the following activities:

PASSN Statement of Work, September 2007

Improved Knowledge Management/Communications, Publication Series

The Contractor will maintain the www.povertyfrontiers.org website through the new end date of the task order. It will also continue to work with PASSN to develop deliverables from the investment in knowledge generation through the SAGA activity with Cornell University, the German Institute for Economic Research (DIW) activity, and the Poverty, Instability and the State activity. The Contractor will also work with PASSN to manage the development of learning products on "Poverty Instability and the State" to explore the theoretical underpinnings of the association between poverty, instability, and the state and draw on country cases that gauge the impact of international interventions shaped by this association (findings to be disseminated initially at the symposium described below, and later through the povertyfrontiers.org website). The Contractor will also manage the development and dissemination of a learning product on migration/remittances and poverty reduction.

Workshop/Symposium Management, Training Management. The Contractor will work with PASSN to develop overview and topical modules on poverty analysis and poverty reduction for the EG Officers training. The contractor will also coordinate support for a Global Development Network (GDN) workshop on fragility; and will develop and convene a one-day symposium on "Poverty, Instability and the State" (in conjunction with knowledge generation activities as described above) to examine commonly held assumptions, research findings about the association between poverty, instability, and the state, drawing on country cases that gauge the impact of international interventions shaped by this association.

III. KEY ACHIEVEMENTS UNDER THE PASSN KM TASK ORDER

The PASSN KM Task Order worked closely with the PASSN team to support its aim of advancing asset-based approaches to development and promoting pro-poor growth approaches to development. The PASSN KM Team was successful in establishing and upgrading a compelling, informative website (www.povertyfrontiers.org); managing and overseeing several important conferences on behalf of PASSN; designing and producing a rich set of PASSN resources, including the Pro-Poor Growth CD, proceedings and webcasts from the Poverty Reduction in Conflict and Fragile States conferences; and Trade Liberalization and Poverty Conference proceedings; and building on the investments made in SAGA knowledge generation by developing the Conversations on Poverty space. The following sections outline the main achievements under the PASSN KM Task Order.

Knowledge Management and Communications

- **Poverty Frontiers Website Deployment and Management:** QED designed, developed, and implemented the Poverty Frontiers website, and deployed the site on March 28, 2005. QED promoted the website continuously through electronic postcards, cross-linking to microLINKS, and announcements in partner website and newsletters.
- **Poverty Frontiers Refresh:** With Siren DC, QED initiated a significant redesign process of the Poverty Frontiers home page, with related changes to the sub-pages (a new header and left-hand navigation bar), during 2008.
- **SAGA Conversations on Poverty Series:** QED conducted 11 interviews with the SAGA researchers and developed audio screencast productions for the interviews. QED also developed a matrix of all SAGA publications, categorized by USAID thematic categories, for use as an online tool for searching publications. With Siren DC, QED developed and implemented a Flash-based online space on Poverty Frontiers for the resources.
- **Poverty Frontiers Speakers Corner:** QED hosted the most popular Speaker's Corner to date (and the first Speaker's Corner on Poverty Frontiers) on "Protecting Livelihoods in Conflict and Fragile States," from January 22-24, with more than 80 participants worldwide. KMC developed a purchase order with Laura Hammond, through FEG Consulting, for the composition of a five-page analytical summary of the Speaker's Corner.
- **Pro-Poor Growth CD:** QED managed the overall design and delivery of the pro-poor growth CD, including design and editing, preparation of introductory materials, CD promotion, and packaging and mailing copies of the CD throughout the duration of the task order.
- **Trade Liberalization and Poverty Conference (April 15, 2005) Proceedings:** QED oversaw the production process for the conference proceedings in coordination with the Woodrow Wilson Center.
- **Communications Strategy Development** (activity suspended in 2005): QED began planning to conduct surveys to assess demand for PASSN products and services. During February and

early March 2005, QED conducted more than thirty 10 to 30-minute phone interviews with USAID staff, wrote notes on the interviews, and followed up with interested interviewees. With the results of the interviews, QED developed a Communications Strategy Key Recommendations document that summarized the key points and suggested directions that PASSN should pursue.

Conferences, Meetings, and Workshops

Event Management

- **Poverty Reduction in Conflict and Fragile States: Institutions and State Legitimacy Symposium:** QED managed the planning, administration, logistics, and communication for the April 2 symposium, and promoted the event afterwards through session webcasts, papers, presentations, and summaries.
- **Poverty Reduction in Conflict and Fragile States: Perspectives from a Household Level Conference Planning:** QED was responsible for conference planning and administration, including coordination with DIW Berlin and HiCN; coordination with vendors and hotel management on logistics, menu planning, space selection, and timing; coordination of conference “handlers;” insurance management for all funded participants; and post-conference communications materials, which included a conference proceedings publication with CD-ROM of resources and screen casts.
- **March 8, 2005 Economics and Conflict Workshop:** QED managed logistics for the event including booking the venue, ordering food, overseeing the IT and communications needs, developing a one-pager on PASSN, printing and preparing documents, managing reservations, and staffing and note-taking for the event. Following the event, QED presented the workshop proceedings and related documents on Poverty Frontiers.
- **April 15, 2005 Trade and Liberalization Conference:** QED assisted with conference management in coordination with the Woodrow Wilson Center (WWICS); prepared communications materials on PASSN; printed other documents for display; and took notes for the all-day conference. QED prepared a conference proceedings document and submitted it to the WWICS.
- **Living on the Margins (LOM) International Conference:** QED supported the conference by providing space on Poverty Frontiers for LOM; creating a main portal page with links to sub-pages; and promoting the new web space.

Event support: QED also provided planning, logistical, and note-taking support for many events through the task order (this list is not all-inclusive):

- February 3, 2005: SAGA event
- February 4, 2005: Joan Parker presentation
- February 9, 2005: Senegal Debrief
- April 18, 2005: The Politics of Social Protection in Africa
- April 22, 2005: Brown bag on HIV/AIDS

- May 4, 2006 Equity and Development
- May 18, 2006 Agricultural Technology, Productivity, Poverty and Food Security in Madagascar
- November 20, 2006: Risk Perceptions in Northern Kenya and Southern Ethiopia
- May 16, 2007: Understanding Poverty in Northern Uganda
- December 12, 2007: Making Markets Work for the Poor

Repurposing and Editorial

- QED provided extensive editorial, graphic, design, and publications support for publications including: a one-page document on HIV/AIDS based on an Urban Programs handout; graphic design for the Honduras paper written by PASSN; graphic design for the PASSN Poverty Brief; original content and design for the Pro-Poor CD and CD Cover, including contents and label.

Administration of the Expanded Team (activity suspended in 2005)

- QED facilitated a meeting to help PASSN define its vision for the Team and identify criteria for Advisory Group team members. QED assisted PASSN with approaching Advisory Group members by developing an Advisory Group Concept Paper and email letters for PASSN to send to Advisory Group members. QED developed email text for potential Advisory Group members, revised the Advisory Group Concept Paper, and assisted in the compilation of potential advisory group contact information.

Assessing and Learning (activities suspended in 2005)

- QED held an initial M&E meeting to review of EGAT/PR's current Strategic Framework and identify SOs and IRs for revision. QED developed a revised Results Framework based on the results of this meeting. QED held an additional M&E meeting to discuss the Results Framework revisions in greater detail. QED prepared another Results Framework after that meeting, along with a set of indicators corresponding to the IRs. QED also developed a narrative to go along with the IRs.