



**USAID**  
FROM THE AMERICAN PEOPLE

# DCHA/PPM LEARNING AND TRAINING SUPPORT QUARTERLY REPORT

**APRIL 30, 2013**

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

# DCHA/PPM LEARNING AND TRAINING SUPPORT QUATERLY REPORT



600 Water Street, SW, Washington, DC 20024, USA  
Tel: +1.202.484.7170 | Fax: +1.202.488.0754  
[www.msiworldwide.com](http://www.msiworldwide.com)

Contracted under AID-OAA-I-10-00002, Order No:AID-OAA-TO-10-00053

DCHA/PPM Learning and Training Support Task Order (TO)

## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## OVERVIEW

This quarterly report covers the second quarter of fiscal year 2013 (January 1, 2013 through March 31, 2013). The contract is in its third year of performance and runs through September 30, 2013.

MSI is the prime contractor on the DCHA/PPM Learning and Training Support Task Order (TO). Under this TO, MSI supports USAID's DCHA Bureau in their learning and training activities as well as analysis through training curriculum design and delivery, assessing learning through evaluation, and knowledge management through dissemination of electronic information and e-learning. A number of activities took place during the second quarter of year three of this contract including: 1) Delivery of the Crises, Stabilization and Governance (CSG) course in Bangkok, Thailand and Cairo, Egypt; 2) Logistical support for the Conflict 102 Workshop in Washington, DC; 3) Logistical and technical support for the Democracy, Conflict, and Humanitarian Assistance (DCHA) Essentials course in Washington, DC; and 4) Delivery of the dry-run of CMM's Gender & Conflict Course in Washington, DC.

Other ongoing activities include continued maintenance of the DCHA Professional Development and Learning portal (DCHA PD&L), planning for the regional AFR-DCHA State of the Art (SOTA) Symposium, curricula design support for CMM's course on Gender & Conflict, support to revise CMM's Advanced Conflict Assessment (ACA) training, and analytical support for CMM's guide on conflict sensitive programming.

Table I provides an updated list of trainings that have been held since the start of this contract as well as number of participants trained.

DCHA/PPM Courses	Location	Participant Description
Crisis, Stabilization and Governance (CSG)	Bangkok, Thailand	<b>20 participants:</b> 19 from Field Missions (Afghanistan, Ethiopia, Philippines, Sudan, Bosnia, Nepal, Ghana, Cambodia, Iraq, Sri Lanka, Mexico, and RDMA), 1 COMP. 15 USN's, 5 FSN's. Gender Breakdown: 11 female and 9 male.
Crisis, Stabilization and Governance (CSG)	Cairo, Egypt	<b>13 participants:</b> 12 from Field Missions (Egypt and Afghanistan), 1 from DG. Gender Breakdown: 9 female and 4 male.
Democracy, Conflict, and Humanitarian Assistance (DCHA) Essentials	Washington, D.C.	<b>21 Participants:</b> 20 from USAID Bureaus: 19 from DCHA, 1 from implementing partner. Gender Breakdown: 15 female and 6 male.
DCHA/CMM Courses	Location	Participant Description
Conflict 102	Arlington, Va.	<b>11 participants:</b> 7 from DCHA Bureau, 1 from M, 1 from AFR, 1 from OST, 1 from Field Mission and 1 COMP. 5 female and 6 male.
Gender & Conflict Training	Arlington, Va.	<b>7 participants and 7 trainers:</b> 14 from CMM. Gender Breakdown: 9 female and 5 male.

TOTALS		
5 Courses Delivered	2 International Training 3 D.C.-based trainings	72 participants trained: 68% female and 30% male.

In order to facilitate the efficient implementation of these projects, weekly and bi-weekly planning meetings were held with the COR and the quarterly accruals report was submitted to the COR for review and final approval.

## Highlights

- Hosted a Democracy, Conflict, and Humanitarian Assistance (DCHA) Essentials Course in Washington, D.C. (February 5 – 7, 2013);
- Compiled and assessed DCHA Essentials Course participant evaluations;
- Successfully conducted the Crises, Stabilization and Governance (CSG) Course in Bangkok, Thailand (February 4 – 8, 2013) and Cairo, Egypt (March 10 – 14, 2013);
- Analyzed CSG course participant feedback and submitted recommendations for design and implementation of future iterations;
- Effectively organized and hosted one iteration of the Conflict 102 Course in Arlington, Va. (March 4 – 5, 2013);
- Compiled and analyzed participant feedback and submitted recommendations for Conflict 102 course curriculum as well as design and implementation;
- Effectively organized a dry-run of CMM's Gender & Conflict Course in Arlington, Va. (February 20, 2013);
- Continued planning process for the now postponed DCHA Regional Workshop to take place in Dar es Salaam, Tanzania;
- Continued to monitor and upgrade the DCHA Professional Development and Learning Portal;
- Began development of a DCHA Essentials e-Learning module to be offered next quarter.
- Began agenda planning for the Office of Civilian Response's (OCR) Lessons Learned Workshop to take place in May;

The below provides full descriptions of each of the major activities undertaken this quarter:

**DCHA-AFR SOTA Symposium:** During this quarter, MSI continued meeting with the Virtual Planning Committee (VPC), made up of representatives from Washington, the field, and 1 MSI technical staff. Using feedback elicited from BS-76 officers, the VPC made significant progress in the creation of a symposium agenda and began sharing the Illustrative Agenda and Trade Show Guidelines on the DCHA Learning Portal. The Illustrative Agenda called for sessions with topics ranging from continental trends, to building resilience to recurrent crisis policy, Civ-Mil Relations and AFRICOM, as well as open space and technical topic break-outs for close-knit participant discussions and collaboration. Pre-registration was also opened and 25 participants from Washington and the field registered. The VPC has rescheduled the symposium to October 2013 in Dar es Salaam, Tanzania due to lack of approval from the M Bureau. MSI continues to provide assistance at the request of the VPC.

**Crises, Stabilization and Governance Course (CSG):** The CSG course was held in Bangkok, Thailand from February 4 – 8, 2013 and in Cairo, Egypt from March 10 – 14, 2013. These were the sixth and seventh iteration of the course and included slight modifications to existing curriculum. The CSG course is intended to improve the participant's ability to understand the relief to development continuum and the intersection with effective and legitimate governance; recognize the differences in planning, programming and monitoring and evaluation in fragile states versus resilient states; and obtain broader insight into working with multiple stakeholders (i.e. host country, the inter-agency, and other international actors).

Both courses received an average score of 4.25 out of a 5 point scale, with 88% of Bangkok participants and 91% of the Cairo participants finding the training good or excellent. In Bangkok, participants identified indicator development, planning, cross-sectoral considerations, introduction to conflict and DNH, programming and discussions with peers as the most valuable parts of the course. In Cairo, participants identified planning and programming in fragile environments, monitoring and evaluation, transitioning from response to development, and the planning cycle as related to fragile states to be the most useful aspects of the course.

**Conflict 102 Workshop:** An iteration of the Conflict 102 Workshop was conducted March 4 – 5, 2013 in Arlington, Va. The Conflict 102 Workshop is meant to be a practical and highly participatory training that introduces participants to conflict analysis, best practices for programming, and provides the tools needed to successfully apply basic conflict diagnostic tools, design an appropriate response, and develop a conflict-sensitive monitoring and evaluation plan. A training report was submitted to the COR and CMM counterpart and included compiled participant evaluations as well as recommendations for curriculum design modifications.

The March C102 Workshop was attended by 11 people: 9 staff representing three Washington Bureaus/Independent Offices (DCHA, AFR, M, and OST), 1 staff from a Field Mission (Kosovo), and 1 COMP staff. The workshop was well received by participants, with 88% of participants reporting that the workshop enhanced their ability to a very large extent or to a large extent in understanding the differences between traditional development programming, conflict sensitive programming, and conflict programming. However, only 55% participants reported that the workshop enhanced their ability to a very large extent or to a large extent in accessing CMM resources to assist in conflict analysis and programming. Overall, the participants reported they had a very positive overall learning experience, with many participants noting the benefit of having group-based and interactive exercises. Participants also reported that the use of the case study during the training provided an effective real-world scenario in which to apply theories and principles learned during the presentations.

**Democracy, Conflict, and Humanitarian Assistance (DCHA) Essentials:** One DCHA Essentials Course was held in Washington, DC from February 5 – 7, 2013. This course aims to train BS-76 Officers as well as Washington, DC based DCHA Bureau staff on the mission, mandate, business models of the various DCHA Bureau Offices as well as of the DCHA Bureau's new framework of Prevention, Response, Recovery and Transition.

The February course had 21 participants. Of the 21, 20 participants were from the DCHA Bureau and one were from an implementing partner. Of the nineteen sessions, all were rated useful by more than 70% of the participants. Comments from the participants indicated that the most useful sessions included passionate / energetic speakers, interactive learning (activities and answering questions), information that was new to do the participants, and sessions that directly and honestly addressed challenges faced by the Bureau / Office. The least useful sessions had unprepared speakers, were rushed, lacked interactive activities or provided inadequate time for Q&A.

**DCHA Platform:** Users of the DCHA Bureau are currently able to use the Learning Portal to retrieve important training and professional development material. The platform is fully functional and is currently being updated with new highlights of the DCHA Bureau, including upcoming courses and DCHA Essentials-related presentations and documents. For the first time this quarter, the DCHA Learning Portal was used as the primary pre-registration platform for a major conference – the DCHA- AFR SOTA Symposium.

## DCHA PD&L Portal Homepage Current Appearance

**USAID**  
FROM THE AMERICAN PEOPLE

# DCHA LEARNING PORTAL

ABOUT | ORIENTATION | TRAINING COURSES | COURSE ARCHIVE | CAREER DEVELOPMENT | VIDEOS | EVENTS | MANAGE

**WELCOME!** [Edit](#)

**RAJAN KAPOOR**  
Sign Out  
[Inbox](#)  
[Friends - Invite](#)  
[Settings](#)

**QUICK LINKS** [Edit](#)

USAID University  
DCHA Essentials  
DCHA Office Profiles - one page on each office

- ASHA 1-sheet.pdf
- CMC 1-sheet.pdf
- CMM 1-sheet.pdf
- DRG 1-sheet.pdf
- FFP 1-sheet.pdf
- OCR 1-sheet.pdf
- OFDA 1-sheet.pdf
- OTI 1-sheet.pdf
- PPM 1-sheet.pdf

**VIDEOS** [Edit](#)

+ Add Videos

**EVENTS** [Edit](#)

+ Add an Event

**DCHA COORDINATOR AND OFFICE TRAINING POINTS OF CONTACT** [Edit](#)

DCHA's Professional Development and Learning Coordinator is Rochelle Thompson, [Rthompson@usaid.gov](mailto:Rthompson@usaid.gov).  
Each Office has a Training Specialist or Point of Contact who can answer questions about their specific office sponsored trainings.

- ASHA: Gary Barrett, [gbarrett@usaid.gov](mailto:gbarrett@usaid.gov)
- CMC: Aubrey Eaton, [aeaton@usaid.gov](mailto:aeaton@usaid.gov)
- CMM: Carrie Gruenloh, [cgruenloh@usaid.gov](mailto:cgruenloh@usaid.gov)
- DRG: Virginia Leavitt, [vleavitt@usaid.gov](mailto:vleavitt@usaid.gov)
- FFP: Kate Oberholzer, [koberholzer@usaid.gov](mailto:koberholzer@usaid.gov)
- OCR: Carolyn Laurenzano, [clarenzano@usaid.gov](mailto:clarenzano@usaid.gov)
- OFDA: Felicia Long, [flong@usaid.gov](mailto:flong@usaid.gov)
- OTI: Thomas Carmody, [TCarmody@usaid.gov](mailto:TCarmody@usaid.gov)

## DCHA PD&L New Login Page

**\*\*WARNING\*\*WARNING\*\*WARNING\*\***  
 Unauthorized access is a violation of U.S. law and U.S. Agency for International Development policy, and may result in criminal or administrative penalties. Users shall not access other user's or system files without proper authority. Absence of access controls IS NOT authorization for access! USAID information systems and related equipment are intended for communication, transmission, processing and storage of U.S. Government information. These systems and equipment are subject to monitoring by law enforcement and authorized Agency officials. Monitoring may result in the acquisition, recording, and analysis of all data being communicated, transmitted, processed or stored in this system by law enforcement and authorize Agency officials. Use of this system constitutes consent to such monitoring.  
**\*\*WARNING\*\*WARNING\*\*WARNING\*\***  
 New? [Click here to join](#)

Sign In to DCHA Learning Portal

**Email Address**

**Password**

[Forgot your password?](#)

**About DCHA Learning Portal**  
 DCHA Learning Portal is a social network

## DCHA PD & L Management Page



**USAID**  
FROM THE AMERICAN PEOPLE

### DCHA LEARNING PORTAL

ABOUT ORIENTATION TRAINING COURSES COURSE ARCHIVE CAREER DEVELOPMENT VIDEOS EVENTS MANAGE

Dashboard Members Management Invitation Profile Questions Message Broadcast Controls Sign up/Sign in Content Moderation Activity Feed Message Controls File Manager Settings Mobile **NEW** Email Invitation Privacy Appearance Features Layout Tabs & Pages Language Editor Features Ning Labs Tools Flickr Integration Facebook Integration Twitter Integration Support

**Dashboard** Shortcuts

**MEMBERS**

	Pending Approval	Yesterday	Past 10 Days
Members	0	0	3

**CONTENT**

	Pending Approval	Yesterday	Past 10 Days
Videos	0	0	0
Events	0	0	0
Blogs	0	0	0

**NING ANNOUNCEMENTS**

Upcoming Webinar: "How to Effectively Moderate an Online Community" [View >](#)

What is your favorite community — either on Ning or anywhere else. And why? [View >](#)

It's time to brag about 2012 [View >](#)

New: Sign Up for Ongoing E-mail Updates About the Ning Platform [View >](#)

**MESSAGE BOARD**

Try Facebook Integration for your Network.  
 Try Twitter Integration for your Network.  
 Add Blogs feature to your Network.  
 Add Forums feature to your Network.  
 Add Photos feature to your Network.

**Leaderboards** [View All](#)

1 Leaderboards display the top members and content on your Network. [Invite new members](#) and add more content to see Leaderboards for your Network.

## LESSONS LEARNED

Lessons learned over the course of this quarter include: 1) Meeting bi-weekly is sufficient now that most of the activities under this TO have a strong foundation. Previously the TO team met with the COR weekly to provide updates on the various activities. Given many of the trainings under this TO are now quite established, much of the discussion can be handled via email, eliminating travel and time costs of the team coming to USAID; and 2) The DCHA Portal has become a widely utilized tool for trainers and course participants. Conducting assessments to ensure that the site continues to meet the needs of users as well as configures to the changing nature of USAID/CIO's network upgrades will be paramount to the continued success of the site.

### DCHA Essentials

The *DCHA Essentials* suite of classes was originally designed to introduce new DLI (Development Leadership Initiative) Officers to the DCHA Bureau. However, as the DLI program was phased out in 2012, it became clear that these classes would be of significant value to two new audiences - to DCHA 'new hires', and to staff members from other USAID bureaus and USG agencies that work with DCHA.

The *Essentials* classes now provide new staff and partners with a holistic view of the bureau and an effective way to learn the legislative authorities, the priorities, the policies, and the capabilities of this surprisingly diverse bureau. To accommodate this change in the target audience, many of the classes were revised in 2012.

DLI's, because of their broad field assignments, were required to take every class in the *Essentials* suite to ensure they had a comprehensive understanding of all nine DCHA offices and their work. But given the time-constraints on new hires and DCHA's partners, current participants are only required to take the 3-day *DCHA 101* course, which gives a comparative overview of the nine offices. They may then elect to take as many of the in-depth, office-specific courses as they find relevant to their professional needs.

This change meant that each class in the *Essentials* suite had to become a "stand-alone" class. None could assume that participants had prior knowledge of the other classes in the suite, except for *DCHA 101*. This change in the curriculum was gradual, taking place over calendar 2012. By the October 2012 class, only 3 of the 24 participants were DLI Officers. The remaining 21 people were either new hires or experienced DCHA staff who simply wanted to know more about the bureau. By the February 2013 class, none of the participants were DLI's.

The demand for the course has remained strong over the last year, with each class enrolling the maximum of 24. Both the October 2012 and February 2013 classes had a waiting list with at least four additional people.

In the future, the Training staff will continue to assess the learning needs of DCHA's new staff and partners, and work to provide the necessary information and skills in an interactive and learner-centered way. The future challenges for the *Essentials* course will be:

- 1) To continue to deliver a consistent and unifying message for the bureau, in spite of having more than two dozen different presenters.
- 2) Work closely with the training specialists and the presenters for each office to constantly improve their materials and presentations.

- 3) Continue to promote the course widely within the Bureau and the Agency, particularly with supervisors responsible for the on-boarding of new staff.
- 4) Encourage the participation by DCHA Senior Managers as presenters. This opportunity to hear directly from Office Directors is much appreciated by the participants, and receives some of the highest ratings on the course evaluations time after time.
- 5) Expand the materials available on the DCHA Learning Portal, and use the Portal as an integral part of the course.

## **Crises, Stabilization & Governance**

CSG was piloted in Bangkok and has since been offered in Washington, Bangkok, Nairobi, Kiev, and Cairo. Following the Bangkok and Cairo trainings this quarter, MSI and TO COR undertook a brief meta-assessment of the evaluations from all of the courses. Using this information and experiences gathered from different trainings, they reached the following conclusions:

The course is most effective with a diverse group of participants reflecting different backstops, hiring categories (officers and FSNs), length of service with the agency and different geographic perspectives. Although the training was designed for BS 76 DLIs, all participants benefit from more diversity.

Participants place high value on group discussions and peer learning that occur during the training. In order to ensure time for this, the course has now been capped to 15 people. With this cap, break out sessions can occur with three groups of five people while also preserving time for larger group sharing. During this quarter, the Bangkok course suffered as there were more than 20 participants. On the other hand, the course is not as useful with fewer than 12 participants because this vibrant exchange suffers as illustrated in Kiev.

Training should be held off-site from the mission whenever possible. In both Nairobi and Cairo where the training was held on site, participants were repeatedly called away by supervisors and colleagues to complete tasks or participate in meetings

Opening the training to a group broader than BS 76 DLIs has many advantages, but also a few drawbacks. The same diversity that provides so much richness for group sharing also means that not all parts of the course apply to all participants. For example, some FSNs only participate in one aspect of the program cycle such as M&E. Meanwhile, implementing partners do not have USAID programming context. Furthermore, officers from other backstops and FSNs often lack knowledge of DCHA and the interagency and want more on these sessions, whereas they are widely regarded as repetitive by the BS 76 officers. This latter concern should be addressed to an extent with the upcoming DCHA Basics e-Module.

Trainers will need to factor time in to the first day for participants to review the case study materials during the training itself. The training team will also consider how the materials may be simplified while at the same time still providing enough information to complete tasks.

The ability of the training team to continuously update the curriculum is vital. Virtually every course yields rich experiences that can be integrated into the training. New policies and procedures, and their implementation, occur frequently in DC and are often slow to reach the field.

## Plans for Next Quarter

- Conduct a DCHA 101 course from June 17 - 19, with the FFP course held on June 26 and CMC on Feb 27;
- Host a Crises, Stabilization and Governance course from May 20-24 in Miami, Fla.;
- Design and deliver the OCR Lessons Learned Workshop on May 8-9, 2013 at the USAID Learning Center in Arlington, Va.;
- Develop an upcoming DCHA Basics e-Module;
- Begin Phase II of the Guide to Conflict Sensitive Programming for CMM.
- Deliver a Gender & Conflict Training Course on May 6, 2013 at the USAID Learning Center in Arlington, Va.
- Continue technical and logistical planning for upcoming CMM courses, including CI02 in July 2013 and ACA in August 2013.