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DCHA/CMM CONFLICT TECHNICAL CAPACITY BUILDING AND TRAINING

QUARTERLY REPORT: YEAR 1, QUARTER 2

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DCHA/CMM Conflict Technical Capacity Building and Training

QUARTERLY REPORT: YEAR 1, QUARTER 2



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ACRONYMS

ACA	Advanced Conflict Assessment Course
ACP	Advanced Conflict Programming
AOU	Agreement of Understanding
C102	Conflict 102 Course
CTCBT	Conflict Technical Capacity Building and Training
CMM	Office of Conflict Management and Mitigation
COP	Community of Practice
G&C	Gender and Conflict Course
SFCG	Search for Common Ground
TO	Task Order
TOT	Training of Trainers
USIP	United States Institute of Peace
WLC	Washington Learning Center

Overview

This quarterly report covers the second quarter of fiscal year 2015 (January 1, 2015 – March 31, 2015). MSI is the prime contractor on the DCHA/Conflict Management and Mitigation (CMM) Conflict Technical Capacity Building and Training Task Order (CTCBT TO), which is in its first year of performance and runs through September 30, 2019. MSI provides curriculum design, facilitation support, e-module development, survey development, creation of a community of practice (CoP), and analytical services for CMM.

The first round of CMM trainings including Conflict 102 (C102), Gender and Conflict (G&C), and Advanced Conflict Assessment (ACA) took place in both Washington, D.C. and Islamabad, Pakistan in Quarter 2 (Q2). A matrix of participants can be found on the next page. In addition to supporting trainings, work this quarter also focused on course curriculum revisions and the development of the Community of Practice (CoP). The following list provides a chronological summary of the activities undertaken this quarter:

- Prepared draft pre- and post-knowledge tests for C102 and ACA courses.
- Began gender integration revisions for C102 and ACA with subject matter experts from George Mason University's Center for the Study of Gender and Conflict; submitted draft of C102 course materials with gender revisions.
- Prepared for and provided remote logistical support for C102 and G&C courses in Islamabad, Pakistan, February 9-12, 2015.
- Prepared for and provided logistical support for trainings in Washington, D.C., including C102 February 11 – 12, 2015; G&C on February 19, 2015; and ACA February 23 – 26, 2015.
- Partnered with Search for Common Ground (SFCG) to develop the CoP, including launching and analyzing a member survey, and drafting a content management and learning strategy.
- Revised the year one workplan to better reflect tasks for the CoP and timing of C102 online refresher.
- Finalized logistics checklists for DC-based and mission-based trainings.
- Began creating participant database to track course alumni.

DCHA/CMM Courses	Location & Dates	Participant Description
Conflict 102	Islamabad, Pakistan February 9 – 10, 2015	19 participants total; 7 female, 12 male 19 from USAID (2 from DCHA /OTI, 17 from Pakistan Mission [2 from ED, 4 from OSG, 3 from Pakistan/Lahore, 2 from KP-Fata, 1 from EGA, 1 from GSO, 2 from OIE, 2 unidentified from Pakistan mission])
Conflict 102	Washington, D.C. February 11 – 12, 2015	18 participants total; 8 females, 10 males 13 from USAID, (12 staff from DCHA [3 from CMC, 3 from OTI, 2 from PPM, 1 from CMM, 1 from DRG, 1 from FFP, and 1 unknown] and 1 from PPL), 2 from JS/J5, 2 from Department of State (CSO), 1 from DOD (HQDA)
Gender and Conflict	Islamabad, Pakistan February 12, 2015	19 participants total; 7 females, 12 males 19 from USAID (2 from DCHA/OTI, 17 from Pakistan Mission [4 from OSG, 2 from ED, 2 from ED, 1 from EGA, 1 from GSO, 2 from OIE, 1 from FAT/KP, 2 from HPN/Lahore, 2 unidentified from Pakistan mission])
Gender and Conflict	Washington, D.C. February 19, 2015	12 participants total; 6 females, 6 males 7 from USAID (6 staff from DCHA [2 from PPM, 3 from CMM, and 1 from FFP], 1 USAID/West Africa), 1 from Department of State [CSO], and 4 consultants from Democracy International)
Advanced Conflict Assessment	Washington, D.C. February 23 – 26, 2015	15 participants total; 9 females, 6 males 3 from USAID (1 from DCHA/DRG, 1 from LAB/DI, 1 from EE/Ukraine), 3 from Department of State [2 from CSO, 1 from QDDR], 7 consultants from Democracy International, 2 from USIP)

Quarterly Totals	
5 Courses Delivered: 3 D.C. area based trainings 2 international trainings	There were a total of 83 participants trained during the second quarter of FY15. 37 female 46 male 61 were from USAID

	<ul style="list-style-type: none"> • 34 from Pakistan Mission • 23 from DCHA (3 from CMC, 7 from OTI, 4 from PPM, 4 from CMM, 2 from DRG, 2 from FFP, 1 unknown) • 4 from other offices or Missions (1 from PPL, 1 from LAB/DI, 1 from EE/Ukraine, 1 from West Africa) <p>9 from other USG agencies</p> <ul style="list-style-type: none"> • 6 from Department of State (5 from CSO, 1 from QDDR) • 2 from JS/J5 • 1 from DOD (HQDA) <p>13 from implementing partners</p> <ul style="list-style-type: none"> • 2 from USIP (Academy) • 11 consultants from Democracy International
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ACTIVITY UPDATES

Conflict 102 (C102)

The C102 workshop is a practical and highly participatory training that introduces participants to conflict analysis and 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. The training uses vignettes and case studies to give participants opportunities to apply what they are learning to realistic situations.

In Q2, MSI prepared for two C102 courses: one in Washington, D.C. and one in Islamabad, Pakistan. Numerous updates to C102 course materials were piloted this quarter:

- Participant materials for C102 that were reformatted in Quarter 1 under the DCHA Training and Learning TO were tested in both C102 trainings.
- The “We Are CMM” video was also revised under the DCHA task order and piloted during the two C102 offerings.
- Participant evaluations were revised in Quarter 2 and piloted in both the D.C. and Pakistan trainings. The revised evaluations aim to better monitor the effectiveness of the training and to track demographic information such as sex and prior experience working in conflict. A few open ended questions were added to gauge increased interest in topics covered, as well as any plans for utilization of materials following the training.
- A pre/post-test was created in Q2 and piloted with both C102 groups to track participants’ knowledge acquired during the training. The test asks questions about various components of the Conflict Assessment Framework (CAF), and various types of programming that apply a conflict lens. Following the pilot, the test is being revised and will be completed in Quarter 3 (Q3). A copy of the pre/post - test can be found in Annex A.

The C102 training in Islamabad, Pakistan was originally planned for the week of January 5, but was later held February 10 – 11 to better accommodate the Mission’s schedule. MSI provided logistical support prior to the course by tracking the participant list, speaking directly to the mission about logistical details, and ensuring trainers had all the necessary training materials. The training was attended by 19 participants, all from the Pakistan Mission. Overall, the training was well received by participants, earning an average effectiveness rating of 4.03 out of 5 from participant evaluations.



Figure 1: C102 Training in Pakistan

The second C102 course took place in Washington, D.C. on February 11 – 12 at the Washington Learning Center (WLC). A total of 18 participants attended: 13 from USAID and five from other U.S. Government (USG) agencies. Participants rated the course well overall with an average effectiveness score of 4.33 out of 5. Participants were impressed with the quality of trainers and noted, “The course instructors did an excellent job of teaching the material in an engaging way.” In addition to the 18 participants, there were a total of three observers from CMM and MSI, including:

- A fellow on rotation with CMM who observed the course to support assigned tasks for this contract,
- One consultant from MSI subcontractor CDA who is leading the development of knowledge tests for the three CMM courses; and
- A second consultant from MSI subcontractor Center for the Study of Gender and Conflict, who is responsible for further integrating gender components into C102 and ACA materials.

In Q2, a list of proposed gender revisions was submitted to CMM following observation of the training. The list was used to guide the draft of gender integration revisions for C102 on March 24, 2015. Given the extent of revisions and availability of reviewers, final gender revisions are anticipated in Q3 and will likely be piloted in Quarter 4 (Q4).

General content revisions and updates for C102 were also agreed upon, along with the initiation of a participatory review process that will include an array of CMM staff (process to be finalized in Q3). The overall list of revisions for C102 was submitted and revisions will begin in Q3 and completed in Q4.

A C102 training in Harare, Zimbabwe was originally planned to take place March 3 – 4, but was postponed by the Mission. As of the close of Q2, there is no rescheduled date for the training. In addition, the West Bank/Gaza Mission is negotiating dates with CMM for a C102 offering likely towards the end of spring.

Gender & Conflict (G&C)

The G&C workshop puts ideas into practice, drawing on concepts from academic research. It demonstrates where gender fits into the CAF and the importance of integrating gender into conflict program design. Participants learn how gender roles change in conflict and post-conflict environments and what it means for future and ongoing development interventions.

In Q2, MSI prepared for two G&C courses: one in Washington, D.C. and one in Islamabad, Pakistan. Similarly to the C102 evaluations, the G&C evaluations were also revised this quarter. Reformatted and revised G&C facilitator guides were also piloted in both G&C offerings.

Similarly to the C102 training in Pakistan, the G&C training was originally planned for the week of January 5, but was rescheduled for February 12 to accommodate the Mission’s schedule. MSI also provided logistical support to the G&C training prior to the course by tracking the participant list, speaking directly to the mission about logistical details, and ensuring trainers had all the necessary materials for the training. A total of 19 participants from the Pakistan Mission attended the training. Participants rated the G&C training slightly lower than the C102 training, with an overall average effectiveness score of 3.85 out of 5. Some participants noted that the training could be longer and more specific to the Pakistan context.

In Q2, MSI also prepared for and provided logistical support to the G&C course offered in Washington, D.C. on February 19 at the Washington Learning Center. Twelve participants attended: seven from USAID, one from the Department of State, and four consultants from Democracy International. Overall, participants rated the course a 4.29 out of 5, many noting that they appreciated the use of a “true [country] case study.”



Figure 2: G&C Training in Washington, D.C.

Course enrollment for this iteration was below the ideal maximum number of 20 participants. This is primarily due to the scheduling of G&C and ACA – these courses are typically held back-to-back, however, given the lack of free USG training space, there was a week-long gap between the two courses, making travel arrangements difficult for DI consultants. Given that G&C is a required course for ACA participants, an ad hoc and abbreviated G&C course was held for four consultants on February 27, following the ACA course. The training gave a brief summary of the day-long gender training and reviewed the Mindanao case study, prompting participants to analyze how women experience conflict in Mindanao compared to men. The training also discussed how gender dynamics are affected in conflict, and the impacts of hyper-femininity and hyper-masculinity in a conflict environment.

The G&C training in Harare, Zimbabwe was originally planned to take place March 5, but was postponed by the Mission. At this time there is no rescheduled date for the training.

Advanced Conflict Assessment (ACA)

Advanced Conflict Assessment (ACA) is a 3.5 day advanced course that requires C102 and ideally G&C as prerequisites. The objectives of the workshop are to: ensure participants understand the CAF; familiarize USAID staff with the process of assessment and considerations for planning; improve participant skills in using the CAF to guide data collection and analysis; and provide tools for synthesizing information into findings and linking those findings to concrete recommendations for USAID programmatic response.

In Q2, MSI prepared for and provided logistical support for one ACA course. The training was held from February 23 – 26 at the United States Institute of Peace (USIP). USIP is not a typical training venue for CMM courses, but due to a lack of availability at USAID’s WLC or OFDA training facilities, USIP

generously offered their space. The final day of ACA was cancelled due to inclement weather that caused a delayed opening for the U.S. government. Similarly to C102 and G&C, revised training evaluation forms and a new pre/post-test were piloted. The evaluations now allow for a more holistic rating that considers participants ability to apply the objective in the course and their understanding and application of the materials. The pre- and post-test seeks to gauge skills and knowledge acquired during the training. The pre- and post-test can be found in Annex B. As the final day of training was cancelled, participants were asked to email their completed evaluations and post-tests to MSI.

Fifteen participants attended the training, close to half of which were consultants from DI. The high number of participants from DI is due to their contract with USAID to conduct and support conflict assessments under CMM's PEACE IQC. As such, CMM reserved seven slots in ACA to prepare DI consultants for future work. The training was very well received by participants with an average of 4.39 out of 5 when rating the five effectiveness statements. Participant evaluation comments also noted how helpful the materials were and the high quality of the trainers. Similar to the C102 course offered in D.C, the same three observers also observed ACA.

In Q2, a list of suggested gender revisions for ACA was submitted to CMM and revisions are currently being drafted. The gender revisions are anticipated to be finalized in Q3, and piloted in Q4.

Training of Trainers (TOT)

TOTs are designed to train potential C102, G&C, and ACA trainers in the facilitation skills needed for each course and to assist them in being well-versed in the content of each course. There were no TOTs this quarter. The next TOT for all three existing CMM courses will be held once all gender suggestions have been integrated into the three courses, and once general revisions to C102 are complete.

Conflict 102 Online Refresher

The C102 online e-module will provide a refresher on conflict analysis key concepts and approaches, and create sustained access to C102 training materials. In Quarter 2, MSI core team identified an internal e-module expert and activity manager to lead the C102 online refresher development, and engaged with subcontractor Learning Everywhere to draft a timeline of the e-module development. However, it was agreed that all revisions to C102 training materials should be complete prior to the start of the refresher. Therefore, this activity is postponed until Year 2 of the contract.

Advanced Conflict Programming (ACP)

The Advanced Conflict Programming (ACP) course, previously named Advanced Program Design, Monitoring and Evaluation, will serve experienced USAID staff who have met the necessary prerequisites to increase application of conflict sensitive principles to the design, implementation, and monitoring and evaluation of USAID programs worldwide. Given staff limitations, CMM decided to postpone ACP design activities until Year 2, which will also allow increased coordination with analytical work under the FACTRS TO also managed by CMM.

Community of Practice (CoP)

The creation of a COP will showcase CMM's technical and learning leadership within the global peacebuilding community. It will be housed on Search for Common Ground's (SFCG) Design, Monitoring, and Evaluation (DM&E) portal, capitalizing on an existing network of 4,000 members in over 130 countries.

In Q2, MSI in coordination with SFCG and CMM identified a timeline of the CoP, with a targeted launch date in early October. In preparation for the launch, a survey was developed and launched to gauge the online interests and habits of the CoP's target audience.

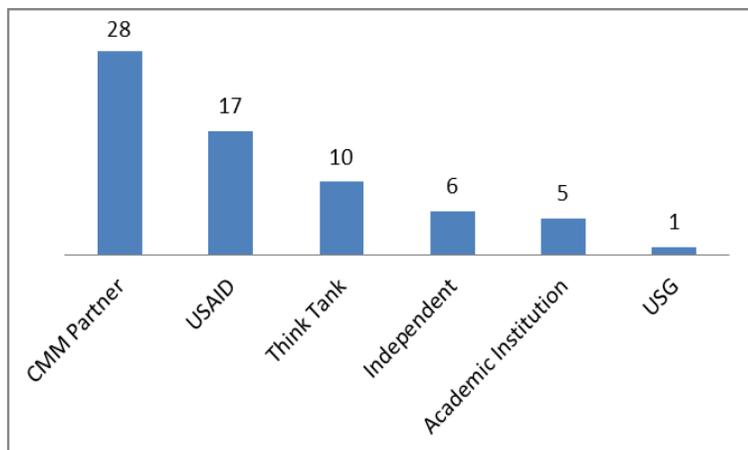


Figure 3: A total of 67 people responded to the survey. The majority of responses were from practitioners.

The survey was launched February 3, and closed February 20, 2015, with a total of 67 responses, a 35 percent response rate. The data specified that the typical CoP member will likely be conflict mitigation and peacebuilding sector specialists who do research or technical work, and DRG sector specialists focused on program management work. The survey showed that the target audience is most interested in access to a trusted resource library on training (similar to DME for Peace's broader library). A shareable and

searchable training resource library should therefore be the main feature of the CoP, at least in Year 1, which will

draw the most users to the platform. A presentation of the full survey results can be found in Annex C.

Based partly on these survey results, a content management and learning strategy was drafted and submitted to CMM on March 31, 2015. The document outlines how the site will be managed, how members will be engaged and can utilize the CoP, and how CMM materials will be shared. In Q3, it is anticipated that the content management and learning strategy will be finalized and that the developer will begin building the site so it can be piloted in Q4.

Contract Management

In Q2, MSI finalized three different partnership agreements, including:

- A purchase order with SFCG to build the CoP;
- A subcontract with CDA to work on M&E by creating evaluations and pre/post-tests; and,
- Consultant agreements with gender specialists writing the gender revisions for C102 and ACA.

In addition, facility clearance documents submitted for the logistician in Quarter 1 were approved this quarter; however, due to scheduling conflicts, the logistician has not yet attended the security briefing or received her badge.

After completion of the courses, MSI revised and finalized the logistics checklist, the mission checklist, and devised a system for following up with participants after the training. MSI also revised the Year 1 workplan GANTT chart to reflect decisions to postpone activities like the ACP design and C102 online refresher, and to incorporate additional tasks associated with the CoP.

MSI also began creating a database to track alumni of CMM courses. The database will be stored on the shared Google drive and is comprehensive in tracking participant names, courses attended, sex, agency/office of the participant, hiring mechanism, and the trainers of courses completed. In addition to tracking participants, the database is also designed to automatically populate charts that are tracking training statistics on a macro level. Two chart examples are shown on the next page. The participant database is anticipated to be completed in Q3.

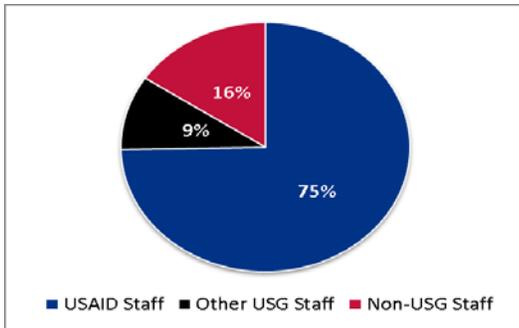


Figure 4: Staff type of participants trained in Q2

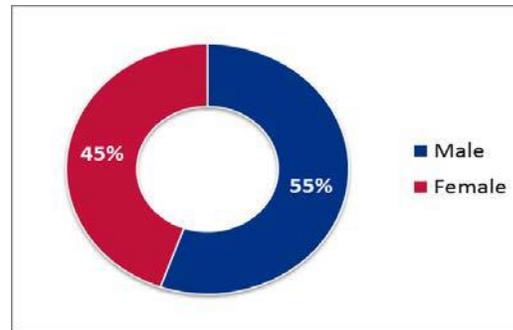


Figure 5: Sex of participants trained in Q2

LESSONS LEARNED

- Conducting a survey of the CoP’s targeted audience was an efficient and effective way to assess online user preferences and to obtain useful demographic data.** This will help make the CoP relevant and responsive to the needs of potential community members. It is further recommended that such an approach be used to assess needs for the design of ACP in Year 2.
- Organizing the facilitator guides into one document allowed the delivery of trainings to be easier for facilitators.** Future trainings will be better delivered and supported by the trainers and when they can work from one master facilitator document.
- Piloting of pre- and post-tests is crucial to ensuring the questions were effective in assessing participant learning.** A number of helpful edits resulted from this process, including: combining participant evaluation with the post-test to lessen the time allocated to complete these forms and lessen the burden on participants; clarifying certain statements that confused participants; and revising some of the demographic information to better suit reporting requirements.
- A course revision template for trainers to track their proposed revisions supports a streamlined, participatory process.** Providing a template for each trainer to list specific feedback on processes, materials, and exercises allows MSI and CMM to instantly capture edits and ideas in a central place. Furthermore, it allows for immediate culling and prioritization of any revisions to be addressed in the short, medium and long term.
- Constant communication with the Mission prior to field trainings ensures smooth logistics.** The logistician must maintain constant communication with the Mission, including via phone and email to ensure venue compatibility, proper preparation of materials, and that all participants are properly registered through USAID’s Learning and Management System (LMS).

PLANS FOR NEXT QUARTER

- Finalize gender revisions for **C102** and **ACA** course materials.
- Finalize pre- and post-tests for **C102** and **ACA** and the **database** to track test answers.
- Finalize alumni **database**.
- Receive facility access **badge** for logistician.
- Continue working with SFCG to build **CoP**.
- Begin content revisions for **C102** course materials.
- Finalize **timeline** for course revisions during Years 2-5 of the task order.
- Prepare for and logistically support possible **C102** and **G&C** courses in Harare, Zimbabwe.
- Prepare for and logistically support possible **C102** course in West Bank/Gaza.