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# DCHA/CMM CONFLICT TECHNICAL CAPACITY BUILDING AND TRAINING

QUARTERLY REPORT: YEAR 1, QUARTER 3

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# DCHA/CMM Conflict Technical Capacity Building and Training QUARTERLY REPORT: YEAR 1, QUARTER 3



Management Systems International  
Corporate Offices

200 12th Street, South  
Arlington, VA 22202 USA

Tel: + 1 703 979 7100

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## ACRONYMS

ACA	Advanced Conflict Assessment Course
ACP	Advanced Conflict Programming
C102	Conflict 102 Course
CTCBT	Conflict Technical Capacity Building and Training
CMM	Office of Conflict Management and Mitigation
CMS	Content Management Strategy
CoP	Community of Practice
G&C	Gender and Conflict Course
LOE	Level of Effort
ODC	Other Direct Category
SFCG	Search for Common Ground
TO	Task Order
TOT	Training of Trainers

## Overview

This quarterly report covers the third quarter of fiscal year 2015 (April 1, 2015 – June 30, 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.

Work this quarter consisted primarily of content and gender revisions for CMM's suite of courses and the continued development of the Community of Practice. The following list provides a chronological summary of the activities undertaken this quarter:

- Completed participant **database** to track course alumni.
- Received facility access **badge** for logistician.
- Finalized **training calendar** process for Y2 – Y5.
- Finalized a list of **ACA** priority revisions.
- Completed gender integration revisions for **C102** with subject matter experts from George Mason University's Center for the Study of Gender and Conflict.
- Submitted revised **C102** Modules 1, 4, and 8.
- Submitted a draft of gender integration revisions for **ACA** with subject matter experts from George Mason University's Center for the Study of Gender and Conflict.
- Worked on revising **C102** Modules 2, 3, 5, 6, 7, 9, and 10.
- Submitted request for **budget realignment** and addition of key personnel, Community Manager for CoP.
- Submitted **standard cost figures** for Objective 2 of the TO: Deliver quality DCHA/CMM conflict technical capacity building and training.
- Continued developing **CoP** with Search for Common Ground (SFCG) and submitted drafts of:
  - Revised Content Management Strategy
  - Branding and Marking Plan
  - CoP Site Design
  - Inventory List
- Prepared for **C102** training to be held in West Bank in August.
- Prepared for **C102** and **G&C** trainings to be held in Zimbabwe in September.
- Prepared **C102** revisions timeline.
- Began reorganization of **google drive** to ensure consistency with agreed upon naming convention.

Detailed descriptions of these activities are found in the following section. As no courses were held this quarter, a table of participant numbers is not included.

## 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 Quarter 3, MSI worked with CMM to create a comprehensive process to review and revise all C102 materials for general content revisions. The revisions process included meetings with an array of CMM subject matter experts to provide feedback and suggestions for each C102 module. The list of revisions ranged from updating statistics to be current, to providing different pedagogy techniques, to minor grammatical edits. In addition to content revisions, the project also reformatted the facilitator guide originally completed under the DCHA Training and Learning TO last quarter. The process for revising C102 is as follows:

#### **C102 Content Revision Process**

- 1) Submit master list of revisions for each module on shared Google drive.
- 2) Attend 1 hour meeting with CMM subject matter experts per each module to receive additional feedback and suggestions to incorporate into revisions.
- 3) Submit master list of edits with additional feedback to COR for approval.
- 4) Receive approval for each revision in master list of edits by COR.
- 5) Revise each module based off of approved list of revisions.
- 6) Submit first round of revised modules for CMM review.
- 7) Receive feedback from CMM on first round of drafts and incorporate edits.
- 8) Submit final revised modules.

Along with the general C102 content revisions, MSI also worked closely with subject matter experts from George Mason University's Center for the Study of Gender and Conflict to complete gender revisions for C102 in Quarter 3. The proposed gender revisions were approved and integrated into the C102 general content revisions process to maintain consistency.

Through this process, MSI submitted revised drafts of Modules 1, 4, and 8. MSI plans to submit the remaining revised Modules in Quarter 4. All C102 revisions will be completed and piloted in Quarter 4.

MSI drafted pre- and post-course surveys for review by CMM. One round of feedback was integrated, with final comments due to be complete in the fourth quarter with intentions to pilot the survey in Zimbabwe in September 2015. MSI will also create a database to store and track data from the pre/post-course survey; the database will be completed in Quarter 4. The database will store data from the C102, G&C, and ACA pre/post-course surveys.

MSI also provided logistical support to a planned C102 training with USAID/West Bank Mission to be held August 4 – 5 in Tel Aviv. In addition, MSI provided logistical support to a planned C102 training with USAID/Zimbabwe to be held September 14 – 15 in Harare. The training in Zimbabwe was postponed from June 3 – 4 to September at the request of the Mission.

## **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 Conflict Assessment Framework (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 Quarter 3, MSI drafted a pre/post-course survey for G&C and integrated an initial round of edits. The pre/post-course survey will be finalized and piloted in Quarter 4.

In Quarter 3, MSI provided logistical support to a planned G&C training with USAID/Zimbabwe to be held September 16 in Harare. The training in Zimbabwe was postponed from June 5 to September at the request of the Mission.

## **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 Quarter 3, MSI submitted a list of ACA priority revisions, which were approved by CMM. The priority revisions will be completed in Quarter 4, and piloted at the next ACA offering in Washington, DC in the first quarter of FY2016.

This quarter MSI also worked with subject matter experts from George Mason University's Center for the Study of Gender and Conflict to submit a draft of gender integration revisions for ACA. The draft is awaiting final CMM approval, and revisions will be completed in Quarter 4.

## **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 held in Quarter 3, and at this time, there are no scheduled TOTs.

## **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. The project will begin work on this e-module in Year 2.

## **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. MSI will begin developing this training course in Year 2.

## 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 Quarter 3, MSI submitted first and second drafts of the site's Content Management Strategy (CMS) for the CoP based off of CMM's feedback. The document lays the foundation for the site development and growth. It outlines the site's objectives and purpose, how the site will be managed, how members will be engaged and can utilize the CoP, and includes a learning strategy. Following the submission of the first draft on May 7, CMM and the project team had a facilitated discussion on June 4 to revise the mission statement and central aim of the CoP. This meeting helped clarify the focus of the CoP and a new central question (see text box) was developed and reflected in the second draft submitted on June 9. The Content Management Strategy is expected to be finalized and approved in Quarter 4.

MSI also submitted a draft Inventory List on June 25 of all CMM training materials based on the facilitator and participant binders for C102, G&C, and ACA. The list catalogs all training materials and further categorizes the materials as either: resource, literature, activity, PPT, or task instruction. The inventory list is expected to be finalized in Quarter 4 and used to inform the site's outreach strategy.

The central question driving community interaction is:

***What concepts, tools, and literature are we, the community, using to improve conflict sensitive development programming?***

MSI also submitted a revised draft of the contract's Branding and Marking Plan on June 30. The tailored Branding and Marking Plan describes how the USAID logo and the DME for Peace logo will be positioned on the CoP, as well as on other promotional materials and related activities. A final revised Branding and Marking Plan will be submitted for COR approval once the Legislative and Public Affairs (LPA) Bureau's governance board approves the CoP next quarter.

The project submitted the first round of mock-ups for the CoP homepage for CMM review this quarter. The mock-ups show the design options for the CoP and are based on the site architecture from DME for Peace's, Education for Peacebuilding M&E Community of Practice. On June 4, CMM, MSI, and Search for Common Ground met to review the mock-ups and a list of proposed revisions from Search for Common Ground. It is anticipated that a list of site revisions will be sent to the web developer early next quarter.

## Contract Management

In Quarter 3, the logistician attended the required security briefing and received her badge, granting her facility access to USAID facilities. The logistician also attended the cyber security training, and was granted a USAID email address. The email address allows better communication between the logistician and USAID training participants. In addition, having a USAID email address allows the

logistician to access USAID University and the LMS system to track trainings and pull registration lists for CMM's trainings.

MSI completed the participant database to track alumni of CMM courses. The database is stored on the shared Google drive and is comprehensive in tracking participant names, courses attended, sex, agency/office of the participant, and hiring mechanism. In addition to tracking participants, the database also tracks courses chronologically, and keeps track of who facilitated each course. The database also automatically populates charts that track training statistics.

In Quarter 3, MSI also worked with CMM to create an overall training calendar to guide Y2 – Y5 of the contract. The calendar identifies a rough timeline of when the training calendar will be set each year, what months the suite of trainings will be offered in Washington, D.C., who is available to train the courses, and when TOTs will be held. All field trainings will be held on an ad hoc basis at the request of Missions.

MSI worked with CMM to submit a request for budget realignment. The budget realignment and narrative were submitted June 19. The budget realignment will mainly move funds from the ODC category to the labor category. With this realignment, there will be enough funds in the labor category to hire a Community Manager to manage the CoP. In Quarter 4, MSI plans to submit a request to the USAID contracting officer to add the Community Manager as a key personnel position on the contract. The budget realignment is planned to be approved before the end of fiscal year 1, September 30, 2015.

In Quarter 3, MSI also worked to reorganize the Google Drive. Materials on the shared Google drive are now owned by MSI to ensure version control. All materials were also renamed with the agreed upon naming convention. The naming convention ensures consistency.

MSI also worked with CMM to create standard cost figures for activities under Objective 2 of the TO: "Deliver quality DCHA/CMM conflict technical capacity building and training." These figures estimate the cost for each training, both in DC and in the field by taking into account LOE, catering, supplies, and travel. These costs are based on actual rates from recently conducted CMM trainings. The costs will help CMM track program and operational expense costs more efficiently.

## LESSONS LEARNED

- **Creating a training calendar for the life of the contract will help the core training team effectively plan trainings and other activities of the TO.** A shared, planned training calendar for Y2 – Y5 allows for the training team to prepare for and plan upcoming activities around anticipated training dates.
- **Facility and email access for all key personnel on the TO results in smoother logistics when implementing project activities.** The logistician receiving facility and email access has shown that facility access for all key personnel on the TO will help with logistics of the TO, including interacting with training participants, attending meetings, and accessing training space.
- **A close participatory process between MSI and CMM to revise training materials results in comprehensive and thorough edits.** Meetings with an array of subject matter experts and thorough comments provided by CMM create comprehensive revisions that ensure everyone’s familiarity with the materials and training methodologies used.
- **Developing a comprehensive content management strategy** lays the foundation for developing and growing the community of practice, and provides an organized, thorough reference document that can be referred to throughout the life and beyond. It also ensures buy-in from all parties involved and clarifies roles between CMM, MSI, and SFCG.

## PLANS FOR NEXT QUARTER

- Finalize gender and priority revisions for **ACA** course materials.
- Finalize pre/post-course surveys for **C102, G&C, and ACA** and the **database** to track test answers.
- Continue working with SFCG to build **CoP**, specifically:
  - Submit and receive final approval on the CMS
  - Submit the first of two lists of revisions for the site design
  - Submit final revised Branding and Marking Plan
  - Draft an outreach strategy for the site
- Finalize and submit the key personnel request for the **Community Manager** position.
- Finalize content revisions for **C102** course materials.
- Prepare for and logistically support **C102** course in West Bank/Gaza.
- Prepare for, logistically support, and provide facilitation support to **C102** and **G&C** courses in Harare, Zimbabwe.
- Prepare for **C102, G&C, and ACA** courses in Washington, D.C. in October.