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# DCHA/PPM LEARNING AND TRAINING SUPPORT QUARTERLY REPORT

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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 fourth quarter of fiscal year 2013 (July 1, 2013 through September 30, 2013). The contract is in its third year of performance and recently received a cost extension to run through September 30, 2015.

MSI is the prime contractor on the DCHA/PPM Learning and Training Support Task Order (TO). Under this TO, MSI supports numerous training activities for many DCHA offices including PPM, CMM, OCR, CMC, CCF, and FFP. In addition, MSI provides curriculum design, coaching, facilitation skills, e-module development, survey support, and analytical services.

A number of activities took place during the fourth quarter, including logistical and technical support for delivery of seven courses (1 in Tanzania, 6 in the Washington, DC area) and preparation of three courses for CMM in Bangkok (to take place at the beginning of the new fiscal year). In addition, MSI led the design of two e-learning modules, shared the final draft of a DCHA professional development survey, finalized creation of the DCHA Professional Roadmap, and delivered a draft section of the Guide to Conflict Sensitive Programming for CMM.

Ongoing activities include the continued maintenance of the DCHA Professional Development and Learning Portal (DCHA PD&L), continued updates to the DCHA Briefing Book for new DCHA staff, and revision of materials for the Crises, Stabilization and Governance (CSG) course. Items awaiting DCHA approval include the DCHA Essentials e-module and dissemination of the Professional Development Survey.

The table below provides an updated list of trainings that were delivered during the fourth quarter of fiscal year 2013, as well as the number of participants trained.

DCHA/PPM Courses	Location & Dates	Participant Description
Democracy, Conflict, and Humanitarian Assistance (DCHA) Essentials  <i>*In addition, provided logistical support for the FFP one-day course during DCHA Essentials taking place October 3, 2013</i>	Washington, D.C.  September 24-26, 2013	<b>18 Participants:</b> 18 from DCHA; within DCHA, there were 3 from OFDA, 4 from FFP, 6 from OTI, 2 from DRG, 1 from PPM, 1 from OCR and 1 from the Office of the Administrator.  One participant has more than 5 years with the agency, the rest have less.
Crises, Stabilization and Governance Course	Washington, D.C. September 30 – October 4, 2013	Delivery of this week-long offering began on September 30 <sup>th</sup> but ended on October 4 <sup>th</sup> , thus a summary of this offering will be provided next quarter.  <b>10 Participants:</b> 6 from DCHA; within DCHA, there were 2 from DRG, 2 from OCR, 1 from FFP and 1 from CMC. The rest of the participants represented USAID overseas missions (1 from the Jamaica mission, 1 from the Sudan mission, 1 from the Pakistan mission and 1 from the Mongolia mission).

Systems Thinking & Analysis in Complex Environments Course (for the Complex Crises Fund, CCF)	Washington, D.C. September 30 – October 4, 2013	Delivery of this week-long offering began on September 30 <sup>th</sup> but ended on October 4 <sup>th</sup> , thus a summary of this offering will be provided next quarter.  <b>12 Participants:</b> 8 from DCHA; within DCHA, there were 4 from PPM, 1 from CMM, 1 from OCR, 1 from DRG and 1 from OTI. One participant represented the USAID Bureau for Policy, Planning and Learning (PPL). The rest of the participants represented other USAID missions (1 from Yemen and 2 from Mali).
DCHA/CMM Courses	Location	Participant Description
Conflict 102	Washington, DC July 24-25, 2013	<b>19 participants:</b> 12 staff represented the DCHA Bureau; within DCHA, 2 from PPM, 1 from OCR, 3 from CMC, 2 from FFP, and 4 from CMM) Five of the participants came from other USAID offices (1 from the Office of Afghanistan and Pakistan Affairs, 1 from Africa Bureau, 1 from the Office of Policy, Planning and Learning and 2 from Missions in Colombia and Egypt) as well as 2 participants from the U.S. Army.
Advanced Conflict Assessment  <i>*In addition, provided logistical support for the one-day Training of Trainers (TOT) course on August 13, 2013, in preparation for this course</i>	Washington, DC August 19-22, 2013	<b>14 participants:</b> 1 from the United States Institute of Peace (USIP), 2 from USAID Foreign Service, 1 OTI, 1 OFDA, 1 CMC and 1 from State. Non-USG participants included 2 from the United Nations Development Program (UNDP) and 1 from the UK's Department for International Development (DfID). Representatives from DCHA included 3 from CMM and 1 from PPM.
Conflict 102	Dar es Salaam, Tanzania August 28-29, 2013	<b>22 participants:</b> 1 from the US Department of State, 1 from Search for Common Ground, 1 from the USAID Ethiopia mission and the rest from the USAID Tanzania mission.
Conflict 102	Washington, DC September 19-20, 2013	<b>8 participants:</b> 5 from the USAID Egypt mission, 2 from DCHA (both in CMC) and 1 from the USAID Yemen mission.
Conflict 102	Bangkok, Thailand October 9-10, 2013	<i>Planning of this course began this quarter; however, delivery began in October and will thus be summarized next quarter.</i>

Gender & Conflict	Bangkok, Thailand  October 11, 2013	<i>Planning of this course began this quarter; however, delivery began in October and will thus be summarized next quarter.</i>
Advanced Conflict Assessment	Bangkok, Thailand  October 15-17, 2013	<i>Planning of this course began this quarter; however, delivery began in October and will thus be summarized next quarter.</i>

TOTALS		
7 Courses Delivered:		Total of <b>103 participants</b> trained.
<ul style="list-style-type: none"> <li>• 6 D.C. Metro-based trainings/workshops</li> <li>• 1 international training</li> </ul>		50 were from DCHA Bureau, the rest from other Bureaus or agencies. Among those within DCHA, there were 4 from OFDA, 0 from ASHA, 7 from OTI, 7 from FFP, 5 from DRG, 7 from CMC, 7 from CMM, 7 from PPM, 5 from OCR and 1 from the Office of the Administrator.
3 Courses Planned:	<ul style="list-style-type: none"> <li>• 3 international trainings</li> </ul>	

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.

## Summary of Accomplishments

The following summary provides a short overview of each of the activities undertaken this quarter. In some cases, activities were scheduled across the end of the fiscal year and will therefore be summarized in the next quarterly report.

- Hosted three **C102** Courses for CMM;
- Hosted an **ACA** course for CMM;
- Hosted a **DCHA Essentials** Course for PPM;
- Continued significant revisions to the **Crises, Stabilization & Governance (CSG)** Course;
- Completed final revisions of **DCHA E-Learning Modules**;
- Completed creation of the **DCHA Professional Development Survey** for PPM;
- Delivered draft sections of the **Guide to Conflict Sensitive Programming** to CMM;
- Continued to monitor and upgrade the **DCHA**



### **Professional Development and Learning Portal;**

- Updated the **DCHA Briefing Book**; and
- Finalized the **DCHA Professional Development Roadmap**.

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

**Conflict 102 (C102):** The course is a practical and highly participatory training that introduces USAID and interagency staff to USAID’s conflict assessment tools; explains the importance of conflict-sensitive programming across all development sectors; and addresses the issues of program design, implementation, and monitoring and evaluation in conflict settings. Three C102 sessions were held this quarter: two in Washington, DC (from July 24<sup>th</sup> to 25<sup>th</sup> and from September 19<sup>th</sup> to 20<sup>th</sup>, 2013) and one in Dar es Salaam, Tanzania (from August 28<sup>th</sup> to 29<sup>th</sup>, 2013). The July offering had 19 participants - 12 representing DCHA, - while the September course had 8 participants – 2 from DCHA and the rest from the Egypt and Yemen USAID missions. This course was a last minute add-on due to evacuated Egypt mission personnel here in Washington, DC. The August course in Tanzania had 22 participants, mostly from the USAID Tanzania mission.

The observations from the July 2013 Washington, D.C. course included the following:

- Participants’ ratings and comments about the workshop indicate that it was well received by the learners and that the workshop objectives were indeed met. Many participants noted the benefit of having group-based and interactive exercises. Working with the case study and each other provided a valuable learning opportunity.
- Some participants noted that though they “already knew” the difference between traditional development programming, conflict sensitive programming, and conflict programming and were “looking forward to deeper programming courses,” noting they would sign up for future CMM courses.

The observations from the August 2013 course in Tanzania included the following:

- Participants described the conflict equation as highly memorable, citing their impression that the entire training was “short, effective, memorable.”
- Some participants were disappointed that the training did not reach on-the-ground programming in Tanzania, but others wrote that they were “ready for round two” and that this workshop was “one of the better trainings I’ve attended.”

The observations from the September 2013 course in Washington, D.C. included the following:

- Participants appreciated the curriculum and training, pointing out the “exposure to theory and practical examples and work groups to think through practices” while one noted “too much focus on the case study.”
- The overall reaction from participants was that the training was the right mix of “practical (based in theory), [while being] less theoretical.”

**Advanced Conflict Assessment (ACA):** The course serves to ensure a commonly understood (and consistently applied) framework for USAID conflict assessments; familiarizes USAID staff with the process of assessment and considerations for planning; improves participants’ skills in using the USAID Conflict Assessment Framework (CAF) to guide data collection and analysis; and provides tools for synthesizing information into findings and for linking findings to concrete recommendations for USAID programmatic response. The first official offering of the Advanced Conflict Assessment Training (ACA) was held in the Washington Learning Center in Arlington, VA from August 19-22, 2013. Including three

pilot ACAs, this was the fourth iteration of this course delivered under this task order. The course was originally developed by CMM staff and has undergone various revisions to both content and processes as well as slight adjustments to the agenda.

The observations from the August 2013 course included the following:

- As with prior offerings of ACA, participants came from various entities within USG as well as a number of international organizations.
- On the whole, the course objectives were met. The course received very high participant ratings. The overall average score for the 11 modules was 4.22 while overall content and presentation style received a 4.64 on a five point scale.
- Comments included, "...this course is a really powerful resource" and "fabulous trainers". One person noted that the best part of the workshop was "[the] constant substantive attention given to each participant."

**Democracy, Conflict, and Humanitarian Assistance (DCHA) Essentials:** DCHA Essentials was designed to introduce the USAID/Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) to new bureau staff and partners who will work with one of DCHA's nine offices. The Essentials is a suite of courses comprised of the 3-day "DCHA 101" session, which provides an overview of the DCHA Bureau and up to six courses designed and conducted independently, each of which covers a different DCHA office. One DCHA 101 course was held in Washington, DC from September 24-26, 2013. The September course had 18 participants, all from the DCHA bureau.

The observations from the September 2013 course included the following:

- On the whole, the course objectives were met. Participants demonstrated that they had gained knowledge through their answers to the review exercises, their engagement with the presenters, and their performance in the final Capstone Exercise.
- Though some sessions had lower ratings during this course than they received in June 2013, most of these ratings were still over 4.2 out of 5 and other sessions received higher ratings than in the previous iteration. Participants appreciated the engaging speakers and interactive learning exercises.
- Specific activities that received high marks from participants included the Office Profiles game, the gender activity/discussion, the budget activity, and the FFP interactive game.

**Crises, Stabilization & Governance (CSG) Course:** Further work in updating the format and content of this course was continued during this quarter. Format changes reflect attempts to make sessions more interactive and streamline PowerPoint slides. Content changes include updated guidance from DCHA offices and more robust examples of interagency programs in fragile and conflict affected states. Further updates were made to the course case study. Several new USAID reports and other reports on conflict were added to the course resources, which will be included in the next iteration of this course planned for September 30 – October 4, 2013.

**DCHA E-Learning Modules:** This quarter, work continued on the online DCHA E-Learning module. MSI created a first draft of DCHA 101 with PowerPoint slides and narration tested on the online E-Module platform, which has been reviewed and approved for production. Next quarter, the COR will circulate this first draft throughout the DCHA offices for comments. MSI expects to provide additional technical design based on the feedback received. Ultimately, the final design will be digitized onto the online E-Module platform and MSI will move the information from PowerPoint slides to Adobe Captivate software in November. MSI anticipates receiving feedback from DCHA staff on the final

version by the middle of next quarter. The initial module will be tested and ready to use in January with the next iteration of the DCHA 101 classroom course, scheduled for January 27-29, 2014.

**DCHA Professional Development Survey:** To better assess the professional development needs of DCHA staff, the COR and the MSI team worked to create a ‘DCHA Professional Development Survey’ to collect data and hear directly from DCHA staff regarding their interest in various technical and management topics. Last quarter, the team began to develop the survey and presented a draft to representatives in each DCHA office for comments and feedback. This quarter, DCHA Senior Management reviewed and tested a prototype in Google Survey, which will be ready for distribution as soon as final approval is received. The survey will be uploaded to an online forum and sent out to potential respondents; and lastly, data will be aggregated and analyzed. Outcomes of the survey will be used to influence future DCHA-led professional development opportunities.

**Guide to Conflict Sensitive Programming:** The aim of this guide is to provide a short overview of existing literature in the area of conflict and development assistance programming and to provide USAID program and technical staff with approaches, good practices and tools for advancing development assistance in a conflict sensitive manner. Phase 2 of the Guide was submitted to CMM for review in late August. MSI received selected comments from CMM staff and continues to edit and further expound on existing narrative.

**DCHA Portal:** DCHA staff 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 from the DCHA Bureau, including upcoming courses and DCHA Essentials-related presentations and documents. During this quarter, the PowerPoint presentations and classroom materials from the September DCHA 101 Essentials course were uploaded to the Portal.

Additionally, the Portal continued to be used as a marketing tool by DCHA Training Coordinators this quarter. With a mailing list consisting of the Portal’s membership, MSI staff sent out training invitations for the DCHA 101, FFP, CMC and CSG trainings to Portal members to attract additional participants. Though the agency announcements alone have continued to attract course registration, using the Portal allows DCHA Training Coordinators to do targeted marketing to those who have taken DCHA trainings in the past.

**DCHA Briefing Book:** This quarter, MSI received further updates to the ‘Briefing Book’ for new DCHA employees. This document contains information about DCHA’s vision and mission, DCHA leadership, as well as profiles of each of the nine DCHA offices. The Briefing Book will be distributed through the DCHA PD&L.

**DCHA Professional Development Roadmap:** This quarter, MSI finalized the ‘DCHA Professional Development Roadmap,’ a visual tool for the professional development offerings within the DCHA Bureau. This was presented to participants of the September DCHA 101 Essentials Course held this quarter and was uploaded onto the DCHA Portal.

## LESSONS LEARNED

Lessons learned over the course of this quarter include:

- 1) Conflict 102 is an established, consistently successful, and popular course for CMM. Since the training has received high praise in relation to its diverse participant make-up, MSI will continue the effort to include more interagency participants, USAID Mission-based staff, and those from other bureaus and offices outside of DCHA.
- 2) Generally speaking, only about one third of all training participants complete their pre-reading assignments. C102 and CSG facilitators are not satisfied with this figure and clearly see the impact on participation when reading is incomplete. Thus, for future offerings of these courses, MSI will continue to send welcome emails with pre-reading for each course. MSI will also send follow-up reminders each week leading up to the training. In addition, some materials will be sent as an attachment as well as in a hyperlink since MSI wants to be sensitive to the technological difficulties participants can experience while traveling.
- 3) As the audience for DCHA 101 evolves from mostly DLIs to a broader mix of technical and program officers, many of whom are seasoned colleagues, participant experience has become more robust. Requests for more examples and accounts of field experiences from presenters have become more apparent in participant evaluations. Therefore, MSI will take two actions: 1) continue to work with the presenters to incorporate more interactive exercises and encourage them to share their own anecdotes from the field, and 2) encourage participants to contribute their own examples and/or approaches.
- 4) As the audience of DCHA 101 evolves into a broader cadre of DCHA staff, rather than the originally targeted DLIs, the module entitled, “Professional Development for DCHA Staff” appears to be less applicable. MSI and the COR are considering moving this to a separate “luncheon” session for participants to voluntarily attend.
- 5) The OFDA Operations Center tour provided during DCHA 101 has consistently received low ratings. MSI and the COR will consider discontinuing the tour of the OFDA. While the tour gives participants a break from the PowerPoint-heavy lectures, the low ratings indicate declining interest.
- 6) DAA Rob Jenkins again made an exceptional presentation during DCHA 101. MSI realizes the importance of senior leadership presence and will strive to recruit an AA or DAA to either open or close all future offerings.
- 7) CMM’s ACA course replaced the end of course reflections session with a “learning” session. Brilliantly presented, the leading questions included: “*What is a conflict assessment (CA)?*,” “*Why do a CA?*,” “*When do you do a CA and for how long?*,” “*Who does a CA?*,” “*How not to do a CA?*,” “*What’s the consequence for not doing a CA?*,” and “*How do you incorporate CA planning or funding?*” Receiving a few responses to each of these questions allowed participants to reflect on the learning they absorbed over the last several days and share it in an open forum. This was a helpful process for both the training team and the participants.

## Plans for Next Quarter

- Continuation of the **Crises, Stabilization & Governance (CSG)** course for a September 30 – October 4, 2013 offering at the USAID Washington Learning Center in Arlington, Va;
- Continuation of the **Systems Thinking & Analysis in Complex Environments (CCF)** course from September 30 – October 4, 2013 at the USAID Washington Learning Center in Arlington, Va;
- Provide support for the **FFP** one-day course as part of **DCHA Essentials**, to take place on October 3, 2013;
- Receive final approval, upload and test e-modules for DCHA 101;
- Revise CSG materials to accommodate new DCHA e-module that is to replace Module 1;
- Deliver the **Conflict 102** Course from October 9-10, 2013 at the USAID mission in Bangkok, Thailand;
- Deliver the **Gender & Conflict** course on October 11, 2013 at the USAID mission in Bangkok, Thailand;
- Deliver the **Advanced Conflict Assessment (ACA)** course from October 15-18, 2013 in Bangkok, Thailand;
- Deliver the **Conflict 102** Course from December 9-10, 2013 in Washington, DC;
- Deliver the **Gender & Conflict** course on December 11, 2013 in Washington, DC; and
- Continue writing and revising the **Guide for Conflict Sensitivity Programming**.
- Upon DCHA senior leadership approval, complete assessment design and administer the **DCHA Professional Development Survey**.