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# DCHA/PPM LEARNING AND TRAINING SUPPORT

QUARTERLY REPORT: YEAR 4, QUARTER 4

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# DCHA/PPM LEARNING AND TRAINING SUPPORT

QUARTERLY REPORT: YEAR 4, QUARTER 4



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## **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.

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## OVERVIEW

This quarterly report covers the fourth quarter of fiscal year 2014 (July 1, 2014 through September 30, 2014). The contract is in its fourth year of performance and runs 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 DCHA offices including PPM, CMM, CS3 (formerly OCR), CMC, and FFP. In addition, MSI provides curriculum design, coaching, facilitation support, e-module development, survey development, and analytical services for DCHA bureau initiatives.

The following list provides a chronological summary of the activities undertaken this quarter:

- Hosted one **Democracy, Conflict and Humanitarian Assistance 101 (DCHA 101)** course for PPM in Washington, D.C.;
- Hosted one **Crises, Stabilization & Governance (CSG)** course for PPM at the USAID Washington Learning Center (WLC) in Arlington, VA and continued revisions for future iterations;
- Hosted one **Advanced Conflict Assessment (ACA)** course for CMM at the OFDA training facility in Arlington, VA;
- Provided logistical support for a **Conflict 102 (C102)** course for CMM in Dakar, Senegal;
- Provided logistical support for a **Gender & Conflict (G&C)** course for CMM in Dakar, Senegal;
- Prepared final draft of a **marketing publication** for the **Complex Crisis Fund (CCF)** for approval of DCHA senior management;
- Assisted COR to prepare memo for approval of proposed **DCHA regional conference** to be held in Tanzania in March 2015; and,
- Continued work on the **DCHA At A Glance E-Learning Module** and the **DCHA In The Field E-Learning Module**; and,
- Prepared for courses that will take place next quarter, including: **DCHA 101**, one-day **Office for Civilian-Military Cooperation (CMC) Course**, one-day **Office of Food for Peace 101 (FFP 101) Course**, **C102 Training of Trainers (TOT) Course**, **G&C TOT Course**, and **CSG course**.



*Figure 1: DCHA 101 group tabletop exercise*

In addition, MSI made progress on developing **facilitator guides** for the **CMM** suite of courses. A detailed description of these activities are found in the following section.

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

The table below provides a breakdown of participants trained in the courses delivered during the fourth quarter of fiscal year 2014.

DCHA/PPM Courses	Location & Dates	Participant Description
DCHA 101	Washington, D.C. August 19-21, 2014	<b>21 Participants:</b> 18 from DCHA (within DCHA: 2 from ASHA, 3 from CMC, 0 from CMM, 2 from CS3, 4 from DRG, 2 from FFP, 2 from OFDA, 2 from OTI, 1 from PPM); 1 from the USAID/E3, 1 from USAID/OAPA and 1 from USAID/Kenya
CSG	Washington, D.C. September 15-19, 2014	<b>13 Participants:</b> 4 from DCHA (within DCHA: 2 CMC, 1 CS3, 1 FFP) 1 from USAID/AFR, 1 from USAID/ME, 1 from USAID/GH, 1 from USAID/BFS, 1 from USAID/OST, 1 from Honduras Mission, 1 from Kosovo Mission, 2 from Indonesia Mission
DCHA/CMM Courses	Location	Participant Description
ACA	Washington, D.C. June 30- July 3, 2014	<b>16 Participants:</b> 3 from DCHA (1 from CMM, 1 from OTI, 1 from PPM); 1 from USAID/OST; 1 from USAID/PPL; 1 from USAID/PERU; 1 from USAID/AFR; 1 from the U.S. Department of State; 8 from Democracy International.
C102	Dakar, Senegal August 26-27, 2014	<b>17 Participants:</b> 16 from Senegal Field Mission, 1 from West Africa Regional Office
G&C	Dakar, Senegal August 28, 2014	<b>17 Participants:</b> 16 from Senegal Field Mission, 1 from West Africa Regional Office
<b>Quarterly Totals</b>		
5 Courses Delivered:  3 D.C. area based trainings  2 international trainings	There were a total of <b>84 participants</b> trained during the fourth quarter of FY14.  <u>25 participants from the DCHA Bureau</u> <ul style="list-style-type: none"> <li>○ 2 from ASHA</li> <li>○ 5 from CMC</li> <li>○ 1 from CMM</li> <li>○ 4 from DRG</li> <li>○ 3 from FFP</li> <li>○ 3 from CS3</li> <li>○ 2 from OFDA</li> </ul>	

	<ul style="list-style-type: none"> <li>○ 3 from OTI</li> <li>○ 2 from PPM</li> </ul> <p><u>40 participants from USAID Field Missions</u></p> <ul style="list-style-type: none"> <li>○ 32 from Senegal Mission</li> <li>○ 2 from West Africa Regional Office</li> <li>○ 2 from Indonesia Office</li> <li>○ 1 from Honduras Office</li> <li>○ 1 from Peru Office</li> <li>○ 1 from Kosovo Office</li> <li>○ 1 from Kenya Office</li> </ul> <p><u>10 participants from other USAID Bureaus or Offices:</u></p> <ul style="list-style-type: none"> <li>○ 2 from the USAID Office of Science and Technology (OST)</li> <li>○ 2 from the USAID Bureau for Africa (AFR)</li> <li>○ 1 from the USAID Bureau for Economic Growth, Education and Environment (E3)</li> <li>○ 1 from the USAID Bureau for Policy, Planning and Learning (PPL);</li> <li>○ 1 from the USAID Office of Afghanistan and Pakistan Affairs (OAPA);</li> <li>○ 1 from the USAID office of the Middle East</li> <li>○ 1 from the USAID office of Global Health</li> <li>○ 1 from the USAID office of Bureau for Food Security</li> </ul> <p><u>1 participants from other USG Agencies:</u></p> <ul style="list-style-type: none"> <li>○ 1 from the U.S. Department of State</li> </ul> <p><u>8 participants from Other Partners:</u></p> <ul style="list-style-type: none"> <li>○ 8 from Democracy International</li> </ul>
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## COURSE DESCRIPTIONS

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

### **Democracy, Conflict, and Humanitarian Assistance 101 (DCHA 101):**

DCHA 101 provides an overview of the DCHA Bureau – its history, organizational structure, and its current goals, initiatives and priorities – and of the nine individual DCHA offices – their missions, mandates, budgets, criteria for engagement, “business models,” operational capabilities and complementarity with other DCHA and USAID offices. DCHA Essentials is a suite of courses comprised of the “DCHA 101” course and six courses designed and conducted independently by each DCHA office. This quarter, one DCHA 101 course was held in Washington, D.C. from August 19-21, 2014. This course had 21 participants: 18 from the DCHA bureau, one from USAID/E3, one from USAID/OAPA, and one from USAID/Kenya.

This iteration of DCHA 101 was held in the privately-owned International Gateway located on the mezzanine level of the Ronald Reagan Building (RRB) since government-owned spaces in the RRB were unavailable. MSI strives to utilize government-owned venues in the RRB when available in order to reduce costs.

In contrast to past iterations of DCHA 101, there was no tour of the OFDA Operations Center. This was due to the fact that OFDA had four Response Management Teams and Disaster Assistance Response Teams using the center at the time of this course, which meant that they were unable to host the DCHA 101 participants. However, OFDA had an outdoor photo exhibit, so participants were able to view the exhibit during one of the breaks.

Observations from the August 2014 course include:

- Overall course objectives were met. Participants demonstrated knowledge gained throughout the course by: gained engaging in discussion with presenters; participation in group activities and interactive quiz questions; and their performance during the gender discussion and capstone COACT activity.
- Comments from the participant evaluations indicated that the most important aspects learned from the course were: the entire overview and breadth of DCHA programming and the details of what each of the different offices do; the budgeting process and how it works within USAID; and how a COACT works and its level of importance within DCHA when responding to a crisis.

Specific sessions that received the highest evaluation rating from participants included the FFP presentation, the COACT session and the DCHA Overview session. Participants enjoyed learning about how the DCHA offices work together and FFP's energetic and engaging presenter. Participants appreciated the informative and applicable nature of the COACT session and felt that the activity was a very practical way of learning how a COACT functions. Participants praised the use of the audience response system throughout the course and enjoyed the five quiz questions at the end of each office presentation. Overall, participants felt the voting technology was a great method to solicit interactive input and participation.

## Crises, Stabilization & Governance (CSG) Course:

This course aims to improve participant understanding and ability to apply and integrate concepts of “transition from response to development” throughout the USAID program cycle; use a conflict sensitive lens to plan, program, monitor and evaluate programs; and apply appropriate sequencing and planning approaches to support the progression towards resilient states. Originally designed for a Development Leadership Initiative (DLI) audience, this course is now open to broader participation across all USAID Bureaus. Pre-requisites for participants include: serving at least one year at a Mission and completion of the Project Design and Management (PDM) course; or working for at least two years in a fragile environment. Priority consideration is given to participants who have also taken the C102 course. One CSG course was held this quarter from September 15-19, 2014, at the WLC in Arlington, VA. This

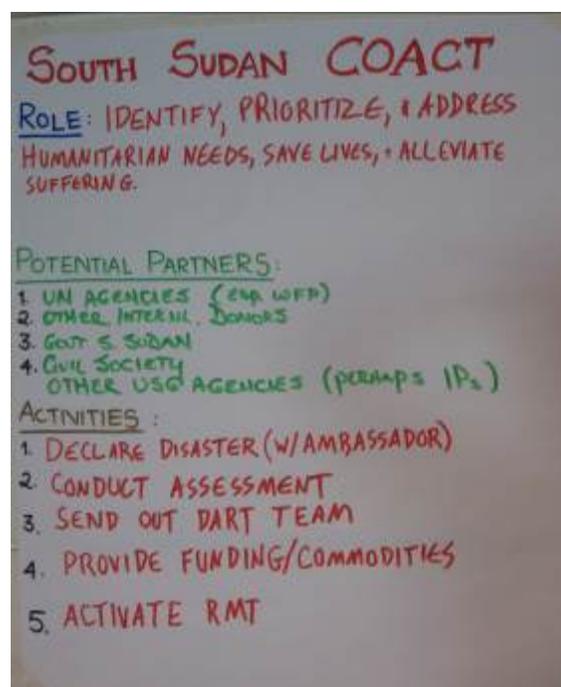


Figure 2: Exercise poster example for COACT activity of DCHA 101

offering had 13 participants: four from DCHA, five from other USAID Bureaus, and four from USAID field missions.

Observations from this iteration included:

- The majority of participants at this offering had many years of experience in the field and would be considered senior agency employees. Of this group, one person thought they had signed up for ACA and another explained that he was only in the course because he needed to fill a continuing education requirement.
- Recognizing that the high level of experience and expectations of this group may not match course content, trainers explained during the opening session that the curriculum was developed for Backstop-76 DLIs with one year of experience at a mission. Trainers then encouraged participants to let them know if they wanted to move faster through the material or explore certain areas in more depth given that participants did not fit the profile of the training target audience.
- In the absence of a training of trainers session for this course, the project uses the Washington, DC based offering as an invaluable opportunity for trainers to observe peers, exchange ideas and to lead sessions that are perhaps less familiar. At the end of each day, trainers met to review the day's content, methodologies used, and suggestions moving forward. Having diverse perspectives and training approaches led to recommendations for clarifying content and diversifying delivery approaches. CSG currently has a cadre of four trainers who were all present during the course, which may seem disorienting or disjointed to participants.

### **Advanced Conflict Assessment (ACA):**

The ACA course is the flagship course of the CMM office and remains a highly sought after course for participants. One ACA took place this quarter in Washington, D.C. from June 30-July 3, 2014 at the OFDA training facility in Arlington, Virginia. This offering had 16 participants – 3 from DCHA, 4 from other USAID bureaus and 8 from Democracy International and 1 from Department of State. DCHA's CMM office provided three trainers for this iteration, and MSI provided overall logistical support. In addition, one MSI technical manager observed and captured various notes for upcoming facilitator guides.

Observations from this iteration included:

- In responding to “what was the best part of Day One?” participants reported that the “whole day was informative and useful,” notably the Civil Rights exercise and the presentations from different [participant] groups. The active learning component of ACA energized the participants.
- Participants thought the trainers were especially responsive to the needs of the group and were well versed in the presentation material.



*Figure 3: trainer-led discussion in ACA*

### **Conflict 102 (C102):**

This 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. One C102 course was held this quarter from August 26-27 by the USAID Mission in Dakar, Senegal. This offering had 17 participants – 16 from the Mission, and one from the West Africa Regional Office.

Observations from the June 2014 offering in Dakar included the following:

- MSI will continue to work with CMM to update the facilitator binder. Merging the PowerPoint notes with the facilitator's notes will create a more seamless process for the trainers.
- Participants reported enjoying the workshop, but also requested more case studies specific to West Africa.

## **Gender & Conflict (G&C):**

The course examines common themes in gender norms; examines engendered components in relation to the CAF; and identifies ways in which gender roles change in conflict and post-conflict environments and what this means for development interventions. One G&C course was held this quarter on August 28, 2014 by the USAID mission in Dakar, Senegal. This offering had 17 participants – 16 from the Mission, and one from the Regional Office.

Observations from the June 2014 G&C offering in Dakar included the following:

- The trainers used an updated version of facilitator's guides. Their feedback will be helpful as the facilitator guides continue to be drafted and edited.
- Participants reported that learning about the red and green flags, gender dynamics, and Do No Harm were especially valuable to them.

## **CMM Facilitator Guides:**

This quarter, MSI began drafting facilitator guides for CMM's suite of courses including C102, G&C, and ACA. Working with CMM, MSI is revising, updating and in some cases rewriting the existing facilitator notes embedded in each course's set of PowerPoint slides to provide clear talking points and directions for each exercise. MSI's Technical Director attended the full suite of courses with CMM's Director of Training to observe and capture additional notes and revisions to be included in each session. MSI met with CMM's Director of Training and received approval on draft facilitator guides, which were then piloted in the Gender & Conflict workshop in Dakar in August. These guides will provide the CMM training team with a more structured process for each training course as well as ensure that key messages are consistent throughout each session. In addition, MSI closely reviewed the videos used for the various courses, such as the *We Are CMM* and the Nigeria case study video, to note edits to be undertaken by MSI's communication and videography team. Next quarter, MSI will deliver an updated version of *We Are CMM* and facilitator guides to CMM by the end of next quarter.

## **DCHA e-Learning Modules:**

Work continued on two online DCHA e-Learning modules this quarter: the DCHA 101 e-module (renamed *DCHA at a Glance*), and the DCHA 102 e-module (renamed *DCHA in the Field*). *DCHA at a Glance* aims to train DCHA staff on the Bureau's structure, policy environment, partner agencies, and four primary objectives (prevention, response, recovery and transition) as well as the mission, mandate,

operational capabilities, budget and staffing numbers of the nine DCHA Bureau Offices. *DCHA in the Field* aims to train DC- and field-based CSG participants on the components of the Paris, Accra and Busan Agreements and their impact on DCHA programming; on how USAID policy is reflected in DCHA programming and on matching partner agencies and the project they collaborated to the appropriate DCHA office.

Last quarter, MSI submitted the final version of *DCHA at a Glance* to the COR for approval by senior management. This quarter, MSI finalized the final draft of *DCHA in the Field*, which will be piloted with the participants of the next DCHA 101.

## **DCHA Professional Development Survey:**

To better support DCHA staff, the COR and MSI team designed a professional development survey to assess and prioritize topics, skills, and initiatives of key interest to DCHA staff in Washington and in the field. The survey also aims to understand how DCHA offices and supervisors can enhance professional development efforts, be it through a coaching or mentoring program or through specific training support. Design of the survey took into consideration existing data from the Federal Employee Verification Survey so as to not overlap with questions already asked, but rather extract more detail where respondents noted a particular weakness (e.g., “When asked about training, 35% of respondents feel their training needs are not adequately assessed. How can this be addressed?”)

This quarter, MSI made final edits and submitted to the COR for distribution to DCHA senior management. The survey is expected to be sent out to potential respondents next quarter upon which data will be aggregated and analyzed. Outcomes of the survey will be used to influence future DCHA-led professional development opportunities.

## **Complex Crisis Fund (CCF) Marketing publication and talking points:**

The aim of the marketing publication is to tell the CCF story – their mandate and functionality within USG and USAID specifically. It will highlight their utility to USAID both in Washington and in the field, noting success stories and results from around the globe, incorporating infographics and photos that help to tell the CCF story. The one-pager will have a succinct purpose to provide a solid rationale to Congress as to why the fund should continue in years to come. MSI continued reviewing CCF existing data and project documents and submitted a first draft of the narrative and publication layout to CCF for final review and approval. MSI expects to deliver 1,000 printed copies of this professionally edited and formatted publication next quarter.

## **LESSONS LEARNED**

Lessons learned this quarter include:

### **1. DCHA 101 Course:**

- a. **Scheduling strong presenters at the end of the day re-energizes course participants.**  
As in past offerings of DCHA 101, it was realized that energetic presenters at the end of the day help to boost participants’ interest and participation. In this iteration, several participants noted that the FFP presentation at the end of day one was the best part of the day, despite running significantly longer than the time allotted. This was likely due to the

presenter's obvious passion for and knowledge of the office and the material, therefore enabling the presenter to further engage participants.

## **2. Conflict Stabilization & Governance Course:**

- a. **The CSG target audience has changed and some of the CSG materials should be adjusted to align with the knowledge and experience of the participants in order to be most effective.** At the time of CSG's original design, major Agency initiatives such as the CDCS and USAID Forward/Procurement Reform were just being introduced. Exercises were developed to help accustom participants to working with these new approaches in crisis and conflict environments. Today, many BS-76 officers have already had these experiences at post. Likewise, the Agency is increasingly becoming aware of the importance of conflict mainstreaming. Therefore participants' baseline of knowledge has increased since the inception of this training and the training materials need to be reflective of this new standard.
- b. **The future audience for CSG could include other backstops besides BS-76.** As one participant explained, the course is largely "preaching to the choir." If possible, outreach to participants should be intensified for Program Officers, Health, Economic Growth, Education, etc. This audience may benefit from the contents in a similar way that the target audience (BS-76 DLIs) did in the beginning.
- c. **To remain relevant to BS-76 officers and the like, the course should introduce additional content on emerging issues in crisis and conflict environments.** Experience with this course has shown that this cadre of participants is interested in utilizing recent examples from USAID Missions in conflict settings as well as the the intersect of crime and conflict, violent extremism, and human rights.

## **3. Advanced Conflict Assessment:**

- a. **Participants are more engaged with the content when using interactive activities.** Participants reported especially enjoying the interactive activities such as the conflict icebreaker and the Civil Rights character activity. These sessions are consistently ranked the highest sessions of each day.
- b. **Participants require extremely clear instructions in order to perform activities fully.** As with past iterations, participants raise concerns about specificity of small group exercise directions. In this quarter's offering, participants gave the CAF sorting activity and trivia game lower rankings and remarked that the instructions were unclear. However, when participants carried out the Interview activity in Session 7, they did understand the instructions and the activity appeared more effective.

## **4. Conflict 102:**

- a. **Participants respond to tools tailored directly to their work.** Tools like the CAF are consistently popular. However, for overseas training, participants tend to ask for case

studies, focused discussion and examples centering on that region. For instance, this quarter, participants in the Dakar workshop asked for West Africa examples.

#### **5. Gender & Conflict:**

- a. **Participants are interested in examples related to their work or region.** Discussions about how gender and conflict play out in Senegal were appreciated. Similar to C012, however, participants also expressed their wish for more examples about West Africa.

## **PLANS FOR NEXT QUARTER**

- Deliver a **DCHA 101 Course** in Washington, D.C.;
- Provide logistical support for a **CMC Working with the Military Course** in Washington, D.C.;
- Provide logistical support for a **FFP 101 Course** in Washington, D.C.;
- Deliver a **CSG Course** in Islamabad, Pakistan;
- Deliver a **C102 TOT Course** and a **G&C TOT Course** in Washington, D.C.;
- Deliver a **CCF marketing publication** and one-page **talking points** document; and
- Finalize work on the **Facilitator Guides** for the **CMM** suite of courses.
- **Disperse DCHA Professional Development Survey and aggregate results**
- Receive notification and continue planning for **DCHA's Africa Regional Workshop** upon OAA approval.