



USAID
FROM THE AMERICAN PEOPLE

DCHA/PPM LEARNING AND TRAINING SUPPORT

QUARTERLY REPORT: YEAR 5, QUARTER I

JANUARY 30, 2015

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

QUARTERLY REPORT: YEAR 5, QUARTER I



Management Systems International
Corporate Offices

200 12th Street, South
Arlington, VA 22202 USA

Tel: + 1 703 979 7100

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.

CONTENTS

- Overview 4**
- Course Descriptions 6**
 - Democracy, Conflict, and Humanitarian Assistance 101 (DCHA 101):..... 6
 - Crises, Stabilization & Governance (CSG) Course: 7
 - CMM Facilitator Guides: 8
 - We Are CMM Video:..... 8
 - C102 and G&C Revisions:..... 8
 - DCHA e-Learning Modules:..... 9
 - FFP e-Learning Module:..... 9
 - Africa Regional Workshop:..... 10
 - DCHA Portal..... 10
- Analytic Support 10**
 - DCHA Professional Development Survey:..... 11
 - Complex Crisis Fund (CCF) Marketing publication and talking points:..... 11
 - Women, Peace and Security (WPS) training modules: 12
- Contract Management..... 12**
 - Annual Report 12
 - Year 5 Workplan..... 12
 - Limitation of Funds Notice 12
 - Clearance 13
- Lessons Learned..... 13**
- Plans for Next Quarter 14**

OVERVIEW

This quarterly report covers the first quarter of fiscal year 2015 (October 1, 2014 through December 31, 2014). The contract is in its fifth 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.;
- Provided logistical support for **Civilian-Military Cooperation 101 (CMC 101)** course in Washington, D.C.;
- Provided logistical support for **Food for Peace 101 (FFP 101)** course in Washington, D.C.;
- Hosted one **Crises, Stabilization & Governance (CSG)** course for PPM at the USAID/Pakistan Mission in Islamabad, Pakistan;
- Edited and updated the **DCHA At A Glance E-Learning Module** and the **DCHA In The Field E-Learning Module**;
- Finalized the content and design of the **Complex Crisis Fund (CCF) publication** and talking points;
- Completed the Gender and Conflict facilitator guide for the Office of **Conflict Management and Mitigation (CMM)**;
- Revised participant materials for Conflict 102 and Gender and Conflict courses (CMM);
- Filmed and edited segments for the *We Are CMM* video (CMM);
- Began developing a suite of three training modules for the **Women, Peace, and Security (WPS) activity**;
- Launched the **DCHA Professional Development Survey** and began tracking responses; and,
- Prepared for courses that will take place next quarter, including:
DCHA 101, FFP 101, and CMC 101.



The Crises, Stabilization, and Governance course took place with participants from the USAID/Pakistan Mission in November 2014.

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 first quarter of fiscal year 2015.

DCHA/PPM Courses	Location & Dates	Participant Description
DCHA 101	Washington, D.C. October 7-9, 2014	16 Participants: 13 from DCHA (within DCHA: 1 from CMC, 2 from DRG, 6 from FFP, 1 from OFDA, 2 from OTI, 1 from PPM); 2 from USAID/BFS, and 1 from USAID E&E
CMC 101	Washington, D.C. October 17, 2014	12 Participants (offices unavailable)
FFP 101	Washington, D.C. October 21, 2014	14 Participants: 2 from FFP, 1 from PPM, 2 from OFDA, 2 from Bureau of Food Security, 1 from OHR, 1 from E3, 2 from Global Health, 1 from M Bureau, and 2 from AMEX
CSG	Islamabad, Pakistan November 17-21, 2014	16 Participants: 16 participants from USAID/Pakistan Mission

Quarterly Totals

<p>4 Courses Delivered:</p> <p>3 D.C. area based trainings</p> <p>1 international training</p>	<p>There were a total of 58 participants trained during the first quarter of FY15.</p> <p><u>18 participants from the DCHA Bureau</u></p> <ul style="list-style-type: none"> ○ 0 from ASHA ○ 1 from CMC ○ 0 from CMM ○ 2 from DRG ○ 8 from FFP ○ 0 from CS3 ○ 3 from OFDA ○ 2 from OTI ○ 2 from PPM <p><u>10 participants from other USAID Bureaus or Offices</u></p> <ul style="list-style-type: none"> ○ 4 from the USAID Bureau for Food Security ○ 1 from the USAID Bureau for Europe and Eurasia ○ 1 from the USAID Bureau of Economic Growth, Education and Environment ○ 2 from the USAID Bureau of Global Health ○ 1 from the USAID Management Bureau
--	--

	<ul style="list-style-type: none"> ○ 1 from the USAID Office of Human Resources <p><u>16 participants from USAID Field Missions</u></p> <ul style="list-style-type: none"> ○ 16 from Pakistan Mission <p><u>2 participants from Implementing Partners</u></p> <ul style="list-style-type: none"> ● 2 from AMEX <p><u>12 participants from unspecified offices</u></p>
--	--

COURSE DESCRIPTIONS

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

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

DCHA Essentials is a suite of courses comprised of the “DCHA 101” course and six courses designed and conducted independently by each DCHA office. 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.

This quarter, one DCHA 101 course was held in Washington, D.C. from October 7-9, 2014. This course had 16 participants: 13 from the DCHA bureau, two from USAID/BFS, and one from USAID/E&E. The DCHA Essentials suite also includes CMC 101 and FFP 101. This quarter, MSI also supported CMC’s one day training on October 17, with twelve participants, and FFP’s one day training on October 21, which trained fourteen participants.

This iteration of DCHA Essentials was held in the USAID-owned and OST-managed M17 and M18 conference rooms located on the mezzanine level of the Ronald Reagan Building (RRB). MSI strives to utilize government-owned venues in the RRB when available in order to reduce costs; however, these rooms are in short supply and during this iteration other groups wanting to use the conference rooms interrupted the course twice.

A tour of the OFDA Operations Center was not offered during this iteration because it was being actively used by OFDA’s Ebola Response Management Team. Once again, the course utilized the Audience Response System polling devices to maintain participant engagement throughout the two and a half day course. Of the 16 DCHA 101 sessions, participants ranked 14 of them as being good or excellent.

The DCHA 101 participant evaluations noted several observations, including:

- Overall course objectives were met. Participants demonstrated that they gained knowledge through their engagement with the presenters and within their working groups; their ability to answer the review questions; and their performance during the COACT capstone exercise.

- Comments from the participant evaluations indicated that participants greatly valued the interactive components of the course, particularly group activities, Q&A, and review questions, which kept them engaged.
- Participant evaluations indicated that some of the most important aspects learned from the course were:
 - the structure of the DCHA Bureau and the mandate and activities of each office;
 - how the different offices within DCHA operate and complement one another;
 - the budgeting process; the cross-cutting initiatives within DCHA and why they are important; and,
 - how a COACT works within DCHA and its process.

This quarter MSI also began working with the COACT team in PPM to develop a new case study based on the Central African Republic crisis for the next iteration of the DCHA 101 capstone exercise. This work included drafting a one page context analysis, a timeline of events, and a revised session design.

Finally, the project created a Tips Cheat Sheet for DCHA 101 presenters to help improve the quality of DCHA 101 office presentations. These tips were shared at a meeting with the Training POCs on December 9, 2014. Some of the tips include the following:

- Tell us what WE, the participants, need to know about your office, not everything YOU, the presenter, know.
- Most people only remember 2-4 ideas from any presentation. Decide in advance the key points you want us to walk away with and emphasize those.
- If you are asked to give this presentation at the last minute, don't apologize or explain why you are poorly prepared. Just do your best.
- Grab our attention at the start. Start with a challenging quotation, a thought-provoking question, or even a simple, one-sentence description of what your office really does. That will get our attention.

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 November 17-21, 2014, at the Marriott Hotel in Islamabad, Pakistan. This offering had 16 participants: five were Americans and 11 were FSNs. Four participants are

serving in Lahore, two in the FATA/KP region, one in Karachi and the rest in Islamabad. Two participants had not taken the PDM course, which is a prerequisite for this course.

The CSG participant evaluations noted the following observations:

- Ninety-one percent of participants rated the course as good or excellent.
- Some participants commented that the course would be more useful taught with the country context of Pakistan in mind. While the trainers tried to make examples specific to Pakistan where possible, additional LOE for the trainers could enhance their ability to customize the training content for Mission-based offerings of this course.
- Participants noted that they would use many aspects of the training in their work including the conflict assessment framework (CAF 2.0) and the concept of transitioning from short-term to long-term interventions.

Lastly, the trainers noted recommendations for curriculum updates or revisions, and these are outlined in detail in the course After Action Report. Also, if additional LOE becomes available for more significant updates, the training team recommends incorporating content on human rights programming, countering violent extremism, transnational organized crime, and M&E innovations such as third party monitoring or establishing a counterfactual.

CMM Facilitator Guides:

The new facilitator guide template designed by MSI was approved by CMM and applied to one of their training manuals. The Gender & Conflict facilitator guide was completed this quarter and MSI continues to integrate the template with CMM's C102 training materials. 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.

We Are CMM Video:

With the goal of reducing the length of CMM's outreach video used in their C102 training, MSI assessed existing footage and made recommendations for editing and in some cases the inclusion of new film segments.

MSI coordinated filming times with key CMM staff, edited footage, and delivered revised video links for CMM review in two phases in November and December.

C102 and G&C Revisions:

Modest revisions were made to two CMM courses, C102 and G&C. These were based on a list of suggested edits MSI provided from the previous iteration of CMM trainings last year.

DCHA e-Learning Modules:

Two online DCHA e-Learning modules are close to being finalized this quarter. In December, MSI received final comments on the e-modules from the COR and is working to publish the e-modules to the testing server. This quarter, the e-module PowerPoint slides were updated with PPM's final revisions, codified into the e-module development platform Captivate, and sent to USAID for final review and approval.

Next quarter, they will be published to the Learning Management System, where the participants who take the e-learning modules will be tracked by name and office, offering PPM a better view of whom across the Bureau is taking the modules. This will also show that once the development of the e-modules is complete, the value continues to grow, as more and more participants complete the e-modules and learn about the DCHA Bureau.

In November, MSI and the COR discussed a roll-out plan so that a broader audience, especially Mission-based staff, would become aware of and have access to the completed e-modules. This plan has a two-pronged approach:

- Target field mission staff, which may have new staff who were not able to take DCHA 101 in DC or FSNs who would benefit from this information.
- Target the DCHA training POCs in HQ. We want them to be our champions of the e-modules, as they will be able to pinpoint people who need to know about this tool.

A one-pager about the modules could also be developed. In general, widely advertising the availability of the e-modules will increase their awareness and utility.

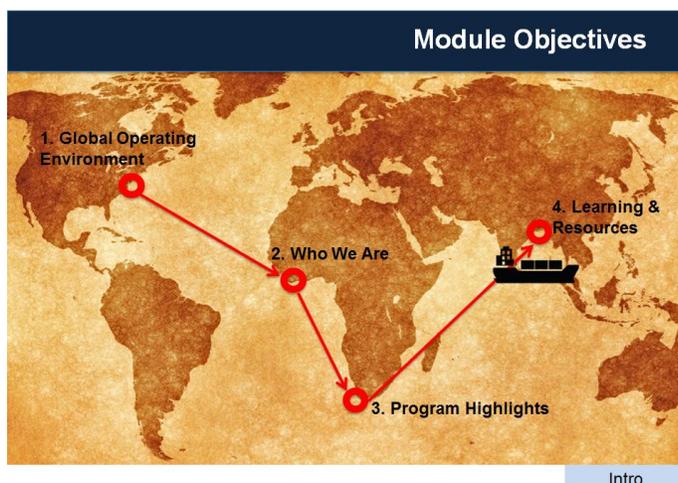
FFP e-Learning Module:

MSI began working with the FFP Office to develop an introductory e-module that will orient new staff to:

- FFP's global operating environment,
- the office's organizational structure,
- highlights of FFP programming, and
- resources available to them.

This quarter, MSI guided FFP in creating storyboards for the e-module, resulting in a PowerPoint presentation with over one hundred slides of content. MSI worked with FFP to prioritize and select the content that would best speak to the above objectives. In these working meetings, MSI and FFP walked through

- *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 D.C.- and field-based staff 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.



The module objectives slide from the FFP e-module PowerPoint.

discussions on animation, features, and interactivity throughout the e-module. MSI also shot videos of FFP’s Director and Deputy Director, both of which will be edited and included in the final e-module. Early next quarter, the course content will be approved and MSI will then begin to input the e-module to Captivate software, which can be published on the USAID LMS.

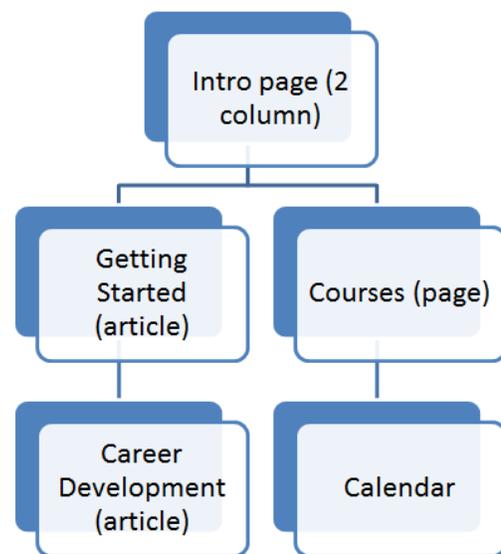
Africa Regional Workshop:

Due to various factors, both financial and organizational, the Regional Workshop in Tanzania scheduled for March 2015 was canceled. Several developments, including the fact that the USAID Training Center in Pretoria is expected to be completed in September 2015, made the case for waiting to hold this workshop at a later date.

DCHA Portal

As USAID has moved to a new platform using Drupal software, the DCHA Learning Portal will be migrated to the new platform, called myUSAID. In order to keep DCHA’s information relevant and accessible, MSI will work with PPM’s Communication Specialist to move the information stored on the DCHA Portal onto the new pages.

This quarter, the COR approved plans for the structure featured in the graphic to the right, with an Introduction page, Getting Started page, and Career Development page, all of which will be static. The Courses and Calendar pages will be updated regularly to reflect current developments. These changes are subject to the guidance of the PPM Communications Specialist. The bulk of this work will take place during the next quarter.



The website structure for the future myUSAID DCHA site, as presented to the COR.

ANALYTIC SUPPORT

DCHA Professional Development Survey:

To better support DCHA staff, the professional development survey:

- assesses and prioritizes topics, skills, and initiatives of key interest to DCHA staff in Washington and in the field
- aims to understand how DCHA offices and supervisors can enhance professional development efforts

MSI sent the final link for the survey to the COR on November 14, 2014, which was in turn sent to all DCHA staff. Of DCHA's approximately 400 staff, the project is aiming for a 50 percent response rate, or at least 200 responses. With only 55 respondents as of December 31, the COR extended the closing date of the survey and sent a reminder to senior DCHA staff to encourage participation in the

survey within their respective office. The survey is now set to close on February 6, 2015.

MSI will aggregate and analyze results in the next quarter. Outcomes of the survey will be used to influence future DCHA-led professional development opportunities.

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

This quarter, MSI completed the design and content of a CCF marketing publication that will be distributed to agency and broader USG counterparts to further outreach, and ultimately utilization, of the CCF unit. The publication includes a description of CCF's mandate ("to help the U.S. government support programs to prevent or respond to emerging or unforeseen complex crises overseas"), examples of CCF's work capabilities, and a timeline of the fund's work since 2010. Following multiple phases to finalize the publication, MSI plans to submit the final product and have the publication printed by the USAID print shop next quarter.

USAID
FROM THE AMERICAN PEOPLE

COMPLEX CRISES FUND

A Tool for Advancing Our Security and Prosperity

A Tool for Advancing our Security and Prosperity

Created in 2010, the Complex Crises Fund (CCF) helps the U.S. government support programs to prevent or respond to emerging or unforeseen complex crises overseas, contributing to the advancement of our nation's foreign policy interests. CCF contributes to our security at a time when numerous humanitarian, political, and security crises unfold in every region of the world.

Since its inception, CCF has strategically targeted U.S. government resources in numerous countries, including Kenya, the Kyrgyz Republic, Jordan, Nepal, Sri Lanka, and Tunisia. The infusion of these funds has helped foster dialogue in communities, prevent conflict, and mitigate election-related and ethnic-religious violence.

Seizing on windows of opportunity, CCF amplifies the U.S. government's ability to respond, often in real time. Providing a flexible resource to these agencies was an important shift from the temporary "Section 1207" transfer authority provided to the Department of Defense until 2010. This shift was strongly endorsed by the Department and sent a strong signal regarding the elevated role of diplomacy and development toward achieving U.S. national security goals.

The Complex Crises Fund is managed by USAID's Bureau for Democracy, Conflict and Humanitarian Assistance and is characterized by a strong inter-agency dimension. A multi-agency U.S. government Monitoring and Review Committee reviews proposals and makes funding recommendations.

The front page spread of the CCF Marketing publication.

Women, Peace and Security (WPS) training modules:

This quarter MSI began updating a Women, Peace, and Security (WPS) Overview Training. This work entailed modifying existing WPS training materials into three modules that can be effectively scaled for training sessions with USAID staff ranging from 30 minutes to 1 hour to 2 hours. Working closely with two subject matter experts from George Mason University's Center for the Study of Gender and Conflict, MSI drafted storyboards and PowerPoint presentations for the 30 minute and 1 hour modules. In addition, the team drafted new participatory exercises, developed graphics, and selected videos that will appear in the final training materials.

Next quarter, MSI will work closely with the PPM/WPS team to finalize the 2 hour module, the graphics, and the trainer's guide for the pilot training at the end of January.

CONTRACT MANAGEMENT

Annual Report

On October 30, MSI submitted the FY14 annual report, which was the first Annual Report submitted to date under the contract. The report synthesized meta data, observations and recommendations from activities conducted in FY14 and compared these to the previous fiscal year. The report found that the task order has overseen increased participant ratings, increased the number of participants trained, and increased overall quality of courses. The project trained the highest number of participants on the task order to date by providing a spectrum of support from e-module development and analytical services to training and coaching, and logistical support. Based on participant evaluations, overall ratings for each course also steadily increased.

In the Annual Report, MSI recommended adding a set of standard questions to all participant evaluations used in this task order. This will enable more accurate comparisons both across courses and within multiple course iterations. This quarter, four standard questions were approved and will be added on all task order participant evaluations starting next quarter. The questions are as follows:

1. Please rate the overall course on a scale of 1 – 5.
2. Were the learning objectives met? (Yes/No for each objective)
3. Please rate the overall logistics support (e.g. venue, materials, breaks) on a scale of 1 – 5.
4. How will you apply the training to your work on a scale of 1 – 5?

Year 5 Workplan

MSI submitted the final Year 5 workplan and accompanying budget projections to the COR on November 7, 2014. These were reviewed and finalized with the COR in October 2014.

Limitation of Funds Notice

MSI sent the CO and COR a Limitation of Funds letter on December 19, 2014, notifying USAID that the project has spent up to 86 percent of its currently obligated funds, and requesting an incremental increase at USAID's earliest convenience.

Clearance

MSI's Project Manager for this task order gained access to the Learning Management System this quarter, which will improve efficiency in managing course participant lists for future trainings.

LESSONS LEARNED

Lessons learned this quarter include:

1. DCHA 101 Course:

- Avoid scheduling the DCHA 101 class during the first week of the new fiscal year. This seems to be an exceptionally busy time for presenters, whom are typically senior DCHA staff.

2. Conflict Stabilization & Governance Course:

- For courses offered at missions, trainers need to manage participants' expectation about the course focusing on their country given the limited LOE for trainers to customize the course materials for each overseas iteration.

3. DCHA Assessment Survey

- Response rates increase when the survey announcement is sent from DCHA senior leadership. Sending reminders to complete the survey as the deadline nears also results in higher response rates.

4. Annual Report

- Aggregating and comparing participant evaluation data across all courses under this task order for the annual report was challenging because the course evaluation questions were not consistent with each other. Developing a small set of standard questions to include in each course's participant evaluation form will enable more rigorous analysis of project trends and results.

5. CMM Facilitator Guides

- The lack of a uniform template for facilitator guides leads to much confusion and often misinterpretation of intended key messages and processes. The uniformed template that embeds all participant exercises, background notes on possible outcomes of those exercises, key take-aways for each module as well as the general trainer notes for each slide, prevents trainer anxiety and ensures collaboration among the training team as a whole.

PLANS FOR NEXT QUARTER

- Deliver a **DCHA 101 Course** in Washington, D.C.
- Provide logistical support to a **FFP 101 Course** in Washington, D.C.
- Provide logistical support to a **CMC 101 Course** in Washington, D.C.
- Provide logistical support to the **PPM Retreat**
- Deliver final versions of the 30 minute, 1 hour and 2 hour training slides and facilitator's guide for **Women, Peace and Security** training modules
- Prepare logistics to deliver a **CSG course** in Morocco
- Conduct a review of the **DCHA COACT**
- Finalize the **FFP e-modules**
- Publish the **DCHA e-modules** on LMS and implement an outreach strategy
- Submit the final **CMM Facilitator Guides** for C102, Complete the *We Are CMM video* edits
- Prepare and complete a list of prioritized ACA course edits.
- Prepare for an **incremental increase** to the task order budget
- Aggregate and report on the **DCHA Professional Development Survey** results
- Transfer content from the **DCHA Portal** onto the new My USAID site
- Begin project **close out** preparations