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# DCHA/PPM LEARNING AND TRAINING SUPPORT

QUARTERLY REPORT: YEAR 5, QUARTER 2

**APRIL 30, 2015**

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# DCHA/PPM LEARNING AND TRAINING SUPPORT

QUARTERLY REPORT: YEAR 5, QUARTER 2

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DCHA/PPM Learning and Training Support Task Order (TO)

## **DISCLAIMER**

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## OVERVIEW

This quarterly report covers the second quarter of fiscal year 2015 (January 1-March 31, 2015). 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, 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 summary of the activities undertaken this quarter:

### Course Descriptions

- Prepared for but postponed one **Democracy, Conflict and Humanitarian Assistance 101 (DCHA 101)** course for PPM in Washington, D.C.
- Provided logistical support for one **Civilian-Military Cooperation 101 (CMC 101)** course in Washington, D.C.
- Provided logistical support for one **Food For Peace 101 (FFP 101)** in Washington, D.C.
- Prepared for courses that will take place next quarter, including the rescheduled **DCHA 101**

### E-module Development

- Finalized the **DCHA At A Glance E-Learning Module** and the **DCHA In The Field E-Learning Module**
- Continued developing the **FFP e-module** in the Captivate and recorded narration
- Began a scoping activity for the **Security Sector Reform (SSR) e-module**

### Analytical Products

- Submitted a suite of three training modules for the **Women, Peace, and Security (WPS) activity**
- Closed the **DCHA Professional Development Survey** and analyzed responses for a final report, which will be submitted next quarter
- Began the migration strategy for shifting information from the DCHA Learning Portal to the new USAID Intranet platform, **myUSAID pages**
- Conducted focus groups and key informant interviews to review the functionality of the **Crisis and Political Opening Action Coordination Team (COACT)**
- Delivered the **Complex Crisis Fund (CCF) publication** and talking points.

### Conflict Management and Mitigation Office

- Submitted final versions of the **Gender & Conflict facilitator guide** and continued work on the Conflict 102 facilitator guide
- Submitted an updated **We Are CMM video**

In order to facilitate the efficient implementation of these projects, MSI and the COR held weekly and bi-weekly planning meetings. MSI also submitted a request to shift the number of work days ordered.

The table below provides a breakdown of participants trained in the courses delivered during the second quarter of fiscal year 2015.

| DCHA/PPM Courses  | Location & Dates  | Participant Description   |
|---|---|---|
| FFP 101   | Washington, D.C.<br>February 4 <sup>th</sup> , 2015   | <b>28 Participants:</b> 3 from DCHA (1 from CMM, 1 from OFDA, 1 from PPM), 15 from BFS, 3 from GH, 4 from AFR, 1 from USDA, 1 from FSO, 1 from CDA  |
| CMC 101   | Washington, D.C.<br>February 10 <sup>th</sup> , 2015  | <b>14 Participants:</b> 3 from DCHA (1 from OTI, 1 from PPM, 1 from FFP), 3 from Management Bureau, 1 from BFS, 2 from USAID/Asia, 1 from LAC, 1 from FS, 1 from OAPA, 1 from SEC, 1 from AFR |
| <b>Quarterly Totals</b>                                 |   |   |
| 2 Courses Delivered:<br><br>2 D.C. area based trainings | <p>There were a total of <b>42 participants</b> trained during the second quarter of FY15.</p> <p><u>6 participants from the DCHA Bureau</u></p> <ul style="list-style-type: none"> <li>○ 1 from CMM</li> <li>○ 1 from FFP</li> <li>○ 1 from OFDA</li> <li>○ 1 from OTI</li> <li>○ 2 from PPM</li> </ul> <p><u>32 participants from other USAID Bureaus or Offices</u></p> <ul style="list-style-type: none"> <li>○ 16 from the USAID Bureau for Food Security</li> <li>○ 3 from the USAID Bureau of Global Health</li> <li>○ 3 from the USAID Management Bureau</li> <li>○ 5 from the USAID Bureau for Africa</li> <li>○ 2 from the USAID Bureau for Asia</li> <li>○ 1 from the Bureau for Latin America and the Caribbean</li> <li>○ 1 from the Office of Afghanistan and Pakistan Affairs</li> <li>○ 1 from Office of Security</li> </ul> <p><u>1 participant from USDA</u></p> <p><u>1 Foreign Service Officer</u></p> <p><u>1 participant from USAID Field Support</u></p> <p><u>1 participant from an implementing partner</u></p> <ul style="list-style-type: none"> <li>○ 1 from CDA</li> </ul> |   |

## 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):**

The DCHA 101 course scheduled for January 27-29, 2015 was postponed, prompted by a government delay for snow. Prior to the delay notice, the training team worked together to create an inclement weather contingency plan by notifying participants before the workshop that the decision to delay or cancel the workshop would follow OPM status. This created a smooth procedure for all involved. A decision was then made to reschedule the winter DCHA 101 to February 24-26; however the timing of the rescheduled course did not bring in over 20 participants, and was rescheduled in favor of the spring. A third course with full participation is scheduled for April 28-30.

This quarter, the training team drafted pre- and post-test questions to assess the knowledge gained during the April offering next quarter. The test comprises of ten questions, which center on the DCHA 101 learning objectives. The participants will take the pre- and post-test using the audience response system utilized during the rest of the course to allow for the immediate tabulation of results. The data gleaned from the pre- and post-tests will be included in the After Action Report for the workshop.

The training team also started using a Google Docs spreadsheet to keep track of presenters who have confirmed participation. This is especially helpful since there are often last minute changes to the presenters and this list helps the team be as prepared as possible.

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

The first CSG course of this fiscal year was scheduled to be held March 16-20 in Rabat, Morocco but was rescheduled for May 11-15 in order to attract more participants from the region. Overseas courses often need extra time for participants to arrange travel and receive approval from supervisors.

### **We Are CMM Video:**

CMM uses the *We Are CMM* video to introduce Conflict 102 course participants to the CMM staff and their mandate. Staff members speak specifically to what drives them to do this work. Throughout the quarter, the *We Are CMM* video was substantially edited to reduce its length and change some outdated content, including recording and editing new interviews with CMM staff. The updated video was submitted to CMM on February 3.

### **CMM Facilitator Guides:**

All five sessions of the Gender & Conflict (G&C) facilitator guides were submitted to CMM on January 8 and piloted in February 2015. MSI modified each module, updating the timing, streamlining activity descriptions, and organizing the structure as necessary. The resulting G&C

guide is now uniform and easy to read. Work also continued to finalize the facilitator guides for CMM's Conflict 102 course. The new guides will allow the trainers to more easily digest the curriculum, so they can focus on the participants' learning. The Conflict 102 guide will be submitted early next quarter.

# MODULE I

## GETTING STARTED

Session I

**Session Outline**

This session will welcome participants, allow time for introductions and expectations, review the training objectives and participant binder materials, and present the agenda.

This session closes with an ice-breaker activity using a variety of quotes to stimulate thinking and conversation.

It is also important for the facilitator to establish a rapport with participants, to encourage active participation and to set the stage for further content discussion.

 **Session Duration: 40 Minutes**

| Section                      | Time    | Presentation/Description   |
|------------------------------|---------|--|
| WELCOME & LOGISTICS          | 25 MINS | Introduce course, providing a brief history of why and how it was designed. Provide overview of facility, amenities, lunch options, and other logistical matters |
| WORDS FROM THE WISE ACTIVITY | 15 MINS | Participants will read and think about a series of conflict-related quotes.  |

**Checklist: Items Needed for This Module**

- Laptop and projector
- Session I PowerPoint loaded onto laptop
- Flipcharts with instructions for Introductions
- Hang up program cycle poster
- Blank flipchart to write up expectations
- List of quotes pre-selected to use for Words to the Wise activity
- Ground Rules PPT

**Session Objectives**

At the end of this session, participants will:

1. Understand the purpose of this course.
2. Identify expectations for learning.
3. Learn about CMM's program wheel.
4. Begin to establish a rapport with group members.

Figure 1: sample Conflict 102 facilitator guide

## DCHA e-Learning Modules:

The DCHA at a Glance and DCHA in the Field e-modules, both approximately 45 minutes long, act as an introduction to the DCHA 101 classroom workshop offered quarterly to new DCHA staff. In each e-module, participants are presented with information, then must complete periodic quizzes to test their knowledge gained.

This quarter, final versions of the e-modules were uploaded to the testing server. Staff can take the e-modules from the testing server, but those individuals cannot be tracked, as there is no sign-in process on the testing server. Links to the testing server are included in the DCHA 101 welcome email, which asks participants to take both e-modules prior to attending the workshop. Once the modules are officially approved, they will be added to USAID's Learning Management System where

viewing rates can be tracked for each course iteration and the data included in the After Action Report.

## Security Sector Reform (SSR) e-Learning Module

Scoping exercises began in March for the Security Sector Reform (SSR) e-module. MSI met with the SSR advisor to determine learning objectives, general scope, and length of the e-module. The learning objectives developed for this e-module are as follows:

- Understand why and how security and justice matters to development
- Understand how USAID can work in the security sector and understand the importance of interagency partnership
- Identify security and justice actors, institutions and systems
- Identify key USAID objectives in SSA – affecting change management in the security and justice sector
- Become familiar with USAID resources regarding SSR

A budget, Scope of Work, and workplan will be proposed early next quarter. The anticipated period of performance for this work will be from April through July 2015.

## FFP e-Learning Module:

After working with FFP to storyboard and fine-tune the content, MSI received approval of the draft e-module on January 23. In February, MSI began recording the narration and constructing the e-module architecture using Captivate software. A final version of the e-module in Captivate software is expected for FFP's approval by July, after which MSI will request the e-module be added to USAID University.



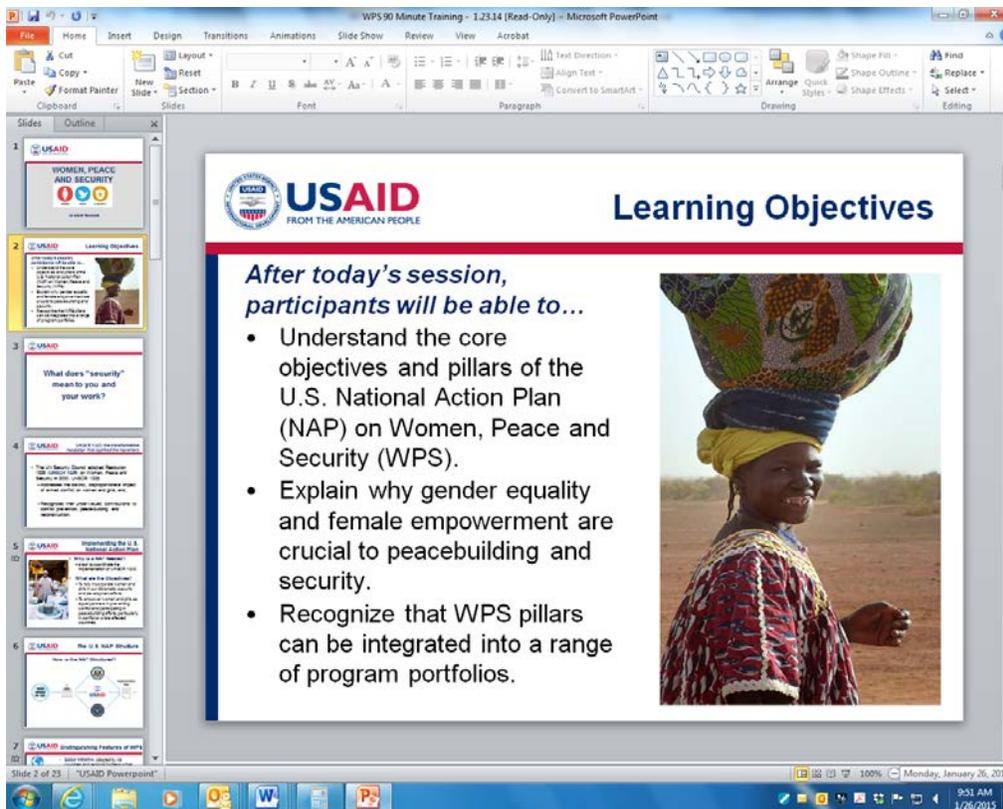
Figure 2: FFP e-module PowerPoint final draft

## Women, Peace and Security (WPS) training modules:

*"Thanks for sending the final versions of the role play, facilitators guide, and training module slides. It was a pleasure working with you and the rest of the team. We sincerely appreciate all the work that went into creating a revised version of the WPS training."* –Jennifer Hawkins, WPS representative

This quarter, MSI worked closely with the PPM/WPS team and gender subject matter experts from the George Mason University Center for the Study on Gender and Conflict to complete a suite of training materials, including PowerPoint slides and facilitator guides for a 30 minute briefing, 1 hour training session, and 2 hour training session on the WPS initiative. These materials included new participatory exercises, video clips, info graphics, and

WPS program examples. In January, the team piloted a new role play exercise and finalized the materials for a WPS training session on January 30. Although this was the first time the WPS trainers had used these new materials, the WPS session received some of the highest ratings from participants amidst a five day Gender 101 course. Participants particularly liked the interactive role play exercise, in which participants take on the identity of someone affected by WPS issues in the field. On March 20, MSI submitted final versions of the training materials to USAID.



*Figure 3: WPS Training Slide with learning objectives*

# ANALYTIC SUPPORT

## DCHA Professional Development Survey:

PPM and MSI began developing a professional development survey in June 2013, which was eventually launched on November 14, 2014. The survey included 27 questions and was sent electronically to more than 800 DCHA Bureau staff. The survey closed February 6, 2015, with 227 responses, reflecting 27 percent of DCHA staff and above the goal of 200 responses.

MSI presented the survey’s preliminary data to the COR on February 26. Thereafter, MSI prepared a PowerPoint with key findings from the survey to present during the DCHA Senior Retreat planned for March 5, but was unfortunately postponed due to inclement weather. The team worked to analyze the data and disaggregate the responses by respondents’ hiring mechanism, years at USAID, and post location. MSI enlisted the support of two external consultants to assist in formulating the recommendations based on the data findings. A draft report will be submitted early next quarter for USAID review.

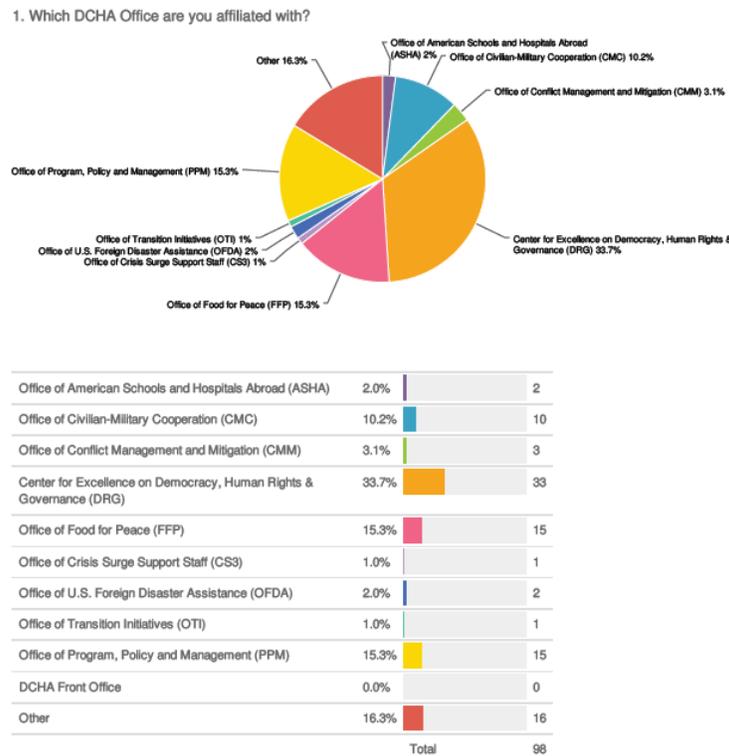


Figure 4: initial raw data from survey

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

MSI received final approval from CCF on the marketing publication on March 3. The specialty

*“I just want to say thanks for helping us finish this up. I know we [got] way behind the schedule we set up back in the summer, but I think we concluded with a really nice product.” -- Ami Morgan, CCF representative*

publication is ready to go to print. Next quarter, MSI and the COR will discuss printing options.

### **COACT Review Activity:**

On February 6, MSI submitted an activity budget and updated Scope of Work to review the functionality of DCHA's Crisis and Political Opening Action Coordination Team (COACT). The From February 4 – 26, MSI team conducted key informant interviews and led four focus group discussions with staff from COACT acting teams, office directors and deputies, and finally with the front office. Participants included:

- Regional Bureau AA and DAA
- Coordinators Marcia Wong and John VanSandt
- Seven office directors and deputy directors
- Thirty COACT Working Group members

The hour-long discussions focused on four topics:

- overall effectiveness,
- professional enrichment,
- selection criteria for establishment of the COACTs, and
- transition/standing down.

Feedback from each focus group was used to design a COACT review workshop with senior leadership. This workshop was scheduled for March 5 as part of an all-day retreat, but was postponed due to government closure for snow. The workshop is rescheduled for early next quarter. Action items decided on during the workshop will be included in the final report, to be delivered to the COR and the COACT team after the workshop.

### **myUSAID Pages Migration**

Since USAID is introducing a new site structure for its Intranet, called myUSAID pages and housed on a new online platform, the DCHA/PPM office decided to refresh its web presence. The office had been using the DCHA Learning Portal, a privately hosted web site, to house information for workshop participants. This information includes archived workshop materials, a list of points of contract for each DCHA office, and course descriptions, among many others. PPM decided to streamline the information included in the Portal to make the new site more user-friendly.

Significant progress was made this quarter. On February 20, the PPM and MSI team met with the myUSAID pages team to learn about the site architecture allowed under the new platform. Working under the guidance of the myUSAID team, MSI created a workplan for the transfer process on February 25. This workplan includes the following tasks:

- Confirm Participation in USAID Pages Roll-Out
- Gain Access to [Pages.USAID.gov](http://Pages.USAID.gov)
- Perform Content Analysis

- Attend Training
- Migrate / Develop Content
- Review and Publish Content
- Decommission Legacy Site

MSI then completed the prescribed myUSAID training, achieved “editor” status under the new software, and created a common workspace on Huddle where myUSAID content can be edited and uploaded by the team. On March 27, MSI presented a plan for going forward that emphasized focusing the myUSAID pages on the long term vision for the site and how to improve the user experience.

Next quarter, the team will update the content already found in the DCHA Learning Portal and transfer it to myUSAID pages. Once the content is updated, the myUSAID team will approve the content and publish it on USAID’s Intranet.

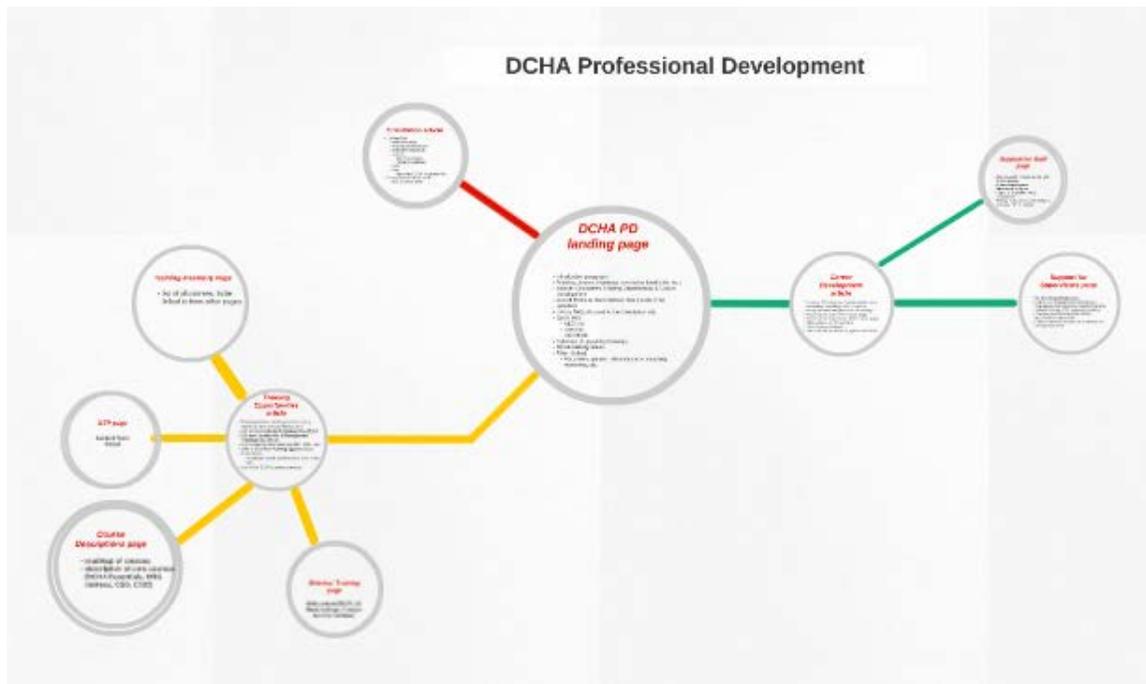


Figure 5: myUSAID pages site structure

## CONTRACT MANAGEMENT

Especially since the project is in its last year, MSI is working closely with the COR to diligently plan for the remaining time and as such, a workday realignment request was approved by the COR on March 19. This realignment will allow workdays originally projected for one labor category to be used for another, creating space for all activities to be accomplished within the contract’s ceiling of workdays ordered. An incremental increase request was also sent to the COR on March 23. This

increase would allow completion of all projected activities until the end of the project in September 2015.

In order to allow time to complete the final report, no activities will take place after August 15. The draft final report is due 60 days before the end of the contract and will be delivered by July 31.

## **Alumni Data**

Until June 2014, MSI tracked course alumni in After Action Reports (AARs) that followed the completion of each course iteration; however, in order to better holistically track alumni, MSI built a comprehensive alumni database that records the name, e-mail address, office, courses taken, and “funding mechanism.” A preliminary report of alumni data for Fiscal Years 2012, 2013, and 2014 was submitted to the COR on February 23; however, since many participants were added retroactively to this database, some of their demographic information is incomplete, notably the funding mechanism information. Knowing the participants’ funding mechanism greatly helps the COR report on which alumni have been funded by which mechanism.

This quarter, MSI and the COR embarked on a major endeavor to find missing funding mechanism data for over 400 alumni. The team will take a multi-pronged approach to finding the remaining information and aims to establish a complete alumni database by July 15. MSI will ensure that in future trainings, participants record their funding mechanism information on the sign-in sheet in person during a training course.

## **LESSONS LEARNED**

Lessons learned this quarter include:

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

A clear contingency plan for inclement weather enables fast and clear decision making on whether to cancel or postpone a course. MSI recommends following a common and easily-accessible system like OPM’s status updates that allows the participants and the training team to know what’s going on at all times. For example, after the OPM status was updated prior to the January DCHA 101 course, the training team quickly communicated with the participants and the presenters, letting them know the course would be rescheduled for another time. Through this process, the participants and trainers knew that the course was to be rescheduled and did not need to ask for further clarification.

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

It has been challenging to generate the minimum number of participants to enroll in the CSG Morocco offering. This could be due to the fact that trainers and some participants must arrange to travel to the overseas course location, which and requires sufficient advance preparation since travel approval requests can take several weeks. To mitigate this, missions could take more responsibility for ensuring a minimum number of participants and the COR could communicate

to the mission's training point of contract that the workshop will only be held if the mission can confirm a certain number of participants by a certain date, perhaps 6-8 weeks from the beginning of the course.

### **3. Security Sector Reform e-module**

With this and other activities, MSI has learned that completing a scoping exercise where MSI and USAID develop the scope together is the most efficient way to create an activity budget and workplan. Developing the Scope of Work collaboratively also ensures clarity on expectations and deliverables. A scoping exercise reduces the time often spent on clarifying Scope of Work tasks between MSI and USAID, and developing multiple budget options based on the funds available.

### **4. We Are CMM Video**

Revisions to the *We Are CMM* video proved to be time-intensive, but with proper planning, they can be streamlined. One way to facilitate this is to have all changes to a video listed and approved before work begins so that deliberate choices are finalized and actionable.

### **5. DCHA Needs Assessment Survey**

In creating and analyzing the data from this survey, MSI has learned that employing a user-friendly survey platform, like Survey Gizmo, pays great dividends: it is both easy for the users to take the survey and it is quick and relatively simple to aggregate the data once the survey is closed. Other useful lessons learned from this activity are listed in the textbox.

**Survey Development  
Lessons Learned**

- During testing phase, have non-USAID person review for any jargon and/or terms/concepts that may need further definition
- Consider adding a few field-specific questions to further entice field based staff participation.
- Identify clear timeline for development and administration of survey not to exceed six months to ensure current relevancy and appropriateness of all questions.
- Obtain buy-in from DCHA office directors to disseminate survey and to encourage their staff to respond.

### **6. Women, Peace and Security modules**

In creating participatory exercises for the WPS training sessions, MSI saw that the training's role play exercise greatly benefited from an internal pilot session. Piloting this exercise let the designers to improve the exercise in very specific ways so that when the WPS team formally trained the session, the role play exercise worked smoothly and received very high marks in the participant evaluations.

### **7. COACT review sessions**

The phased approach that MSI and the COACT team took that started with conducting key informant interviews, followed by focus groups with various COACT stakeholders, and concluded with a senior level workshop was a good way to capture and disseminate information from the bottom up.

## PLANS FOR NEXT QUARTER

- Deliver a **DCHA 101 Course** in Washington, D.C.
- Prepare for **CSG** course to be offered in Washington, D.C.
- Prepare for a **Crucial/Courageous Conversations** course in Washington, D.C.
- Deliver final **DCHA Needs Assessment Survey** report
- Submit **COACT Review** report
- Submit **Conflict 102 facilitator guides**
- Continue work on the **FFP e-module**
- Begin work on **SSR e-module**
- Publish the **DCHA e-modules** on LMS and implement an outreach strategy
- Support printing of final **CCF publication**
- Transfer content from the DCHA Portal onto the new **myUSAID site**
- Begin drafting the **final report** and associated annexes
- Begin project **close out** preparations
- Continue completion of **alumni data**
- Prepare for an **incremental increase** to the task order budget