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DCHA/CMM CONFLICT TECHNICAL CAPACITY BUILDING AND TRAINING

QUARTERLY REPORT: YEAR I, QUARTER 4

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DCHA/CMM Conflict Technical Capacity Building and Training

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ACRONYMS

ACA	Advanced Conflict Assessment Course
C102	Conflict 102 Course
CTCBT	Conflict Technical Capacity Building and Training
CMM	Office of Conflict Management and Mitigation
CoP	Community of Practice
G&C	Gender and Conflict Course
SFCG	Search for Common Ground
TO	Task Order

OVERVIEW

This quarterly report covers the fourth quarter of fiscal year 2015 (July 1, 2015 – September 30, 2015). MSI is the prime contractor on the DCHA/Conflict Management and Mitigation (CMM) Conflict Technical Capacity Building and Training Task Order (CTCBT TO), which is in its first year of performance and runs through September 30, 2019. MSI provides curriculum design, facilitation support, e-module development, survey development, creation of a community of practice (CoP), and analytical services for CMM.

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

- Submitted finalized versions of **C102** Modules 1, 2, 4, 6, 7, 8, and 10.
- Submitted drafts of **C102** Modules, 3, 5, and 9.
- Piloted **C102** Modules 2, 4, 6, and 9 for USAID/Zimbabwe.
- Logistically supported **C102** training for USAID/West Bank and Gaza (WB/G).
- Provided logistical support for **C102** and **G&C** courses in Harare, Zimbabwe.
- Trained **C102** and **G&C** participants in Harare, Zimbabwe.
- Completed pre/post course **surveys** for C102, G&C, and ACA.
- Completed C102 pre/post course survey **database**.
- Completed gender integration revisions for **ACA** with subject matter experts from George Mason University's Center for the Study of Gender and Conflict.
- Worked on revising **ACA** priority revisions.
- Received approval for **key personnel** position to manage the Community of Practice (CoP)
- Worked with SFCG and CMM to finalize the **CoP's**:
 - Content Management Strategy
 - Branding and Marking Plan
 - CoP Site Design
- Worked with **SFCG** to draft the:
 - Outreach Strategy
 - Resource Library Guidelines and Tagging Approach
 - Beta Test Checklist
- Finalized budget realignment for **contract modification**.
- Planned **workplan** for Y2 of contract.

Detailed descriptions of these activities are found in the following section. A detailed breakdown of participant demographics by course can be found in Annex 1.

ACTIVITY UPDATES

Conflict 102 (C102)

The C102 course is a practical and highly participatory two-day training that introduces participants to conflict analysis and best practices for programming. It also provides the information needed to successfully apply basic conflict diagnostic tools, design an appropriate response and develop a conflict-sensitive monitoring and evaluation plan to measure theories of change. The training uses vignettes and case studies to give participants opportunities to apply what they are learning to practical situations.

In Quarter 4, MSI continued working on overhaul¹ revisions for C102. Final versions of seven of ten modules were submitted by August 28, with drafts of Modules 3, 5, and 9 completed by mid-September. Five of the ten modules were soft piloted during the C102 course offering held in Zimbabwe September 14-15, 2015. Following this pilot, minor edits and adjustments are planned for some of the modules, as well as the completion of modules 3, 5, and 9. All modules will be finalized by October 6, 2015 and officially piloted during the next C102 offering in Washington October 21-22.

In Quarter 4, MSI provided logistical support to a C102 training for USAID/West Bank and Gaza (WB/G) on August 4th and 5th. The training was attended by 24 participants. On the course evaluation, participants rated a 4.35/5 on satisfaction of both the content and training methods.

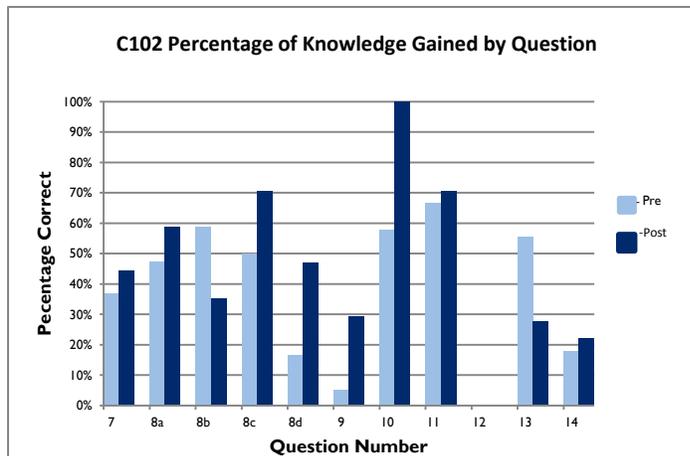
“The class was structured and run wonderfully. The hands-on approach is very effective.”
~ C102 Participant in WB/G

MSI also provided logistical and facilitation support to a C102 training in Harare, Zimbabwe on September 14th and 15th. This was the first C102 training for MSI to provide a co-trainer. The training was attended by 19 participants. On the evaluation portion of the post-course survey, participants rated a 4.33/5 on satisfaction of both the content and training methods.

In Quarter 4, MSI finalized pre- and post-course surveys for C102, and piloted the surveys during the training in Zimbabwe. The pre/post course survey serves as a monitoring and evaluation tool to track participants’ learning throughout the course. Participants take the pre-course survey upon arrival to day one of the training; they take the post-course survey after the final review session on day two. The survey asks for some general demographic information, such as what sector they work in, how many years of experience they have, and how central conflict is to the work they do. These types of questions help MSI to disaggregate data by various offices and sectors to better identify their needs.

The survey also asks specific knowledge-based questions on teachings from the C102 course. The piloting of this pre/post-course survey highlighted a few questions that needed to be tweaked so as to make the question or in some cases the responses more clear. As such, the survey will be piloted for the second time during the next C102 offering in October in Washington, DC. The post course survey piloted in Zimbabwe can be found in Annex 2.

¹ Earlier this year the training team defined the revisions process in three parts: Priority revisions, Annual revisions, and Overhaul revisions. Priority revisions refer to immediate changes needed, typically due to new policies/guidelines and/or any mistakes found in participant materials. Annual revisions are scheduled for each course using a revisions tracker sheet that both trainers and task order staff may add to throughout the year. Overhaul revisions are those from the revisions tracker that were too substantive for the shorter annual revisions turn-around, changes in course structure, problems with formatting, and creation of any new material needed.



In the pre/post course survey, question 7, *Which of the following are characteristics of key actors in a conflict?*, had a 8% increase of answered correctly from pre to post.

Questions 8a to 8d asked participants to identify the statement given as traditional development, conflict sensitive development, or peacebuilding. Participants had a 12% increase of answering the question correctly for 8a, *To develop safe drinking water sources in communities destroyed by the conflict in the two*

northwest provinces; a 21% increase for 8c, *To provide safe drinking water to homes in need in the two northern provinces in ways that do not make the conflict worse, and may even improve relationships between groups in conflict*; and a 30% increase for 8d, *To strengthen transparency measures where corrupt governance of water resources is a key driver of conflict*.

Participants struggled with the statement 8b, *To resolve natural resource conflicts in two northern provinces, with a particular focus on safe drinking water*. The training team found that this statement was less clear and thus difficult to identify the correct answer and will thus tweak the response so as to more directly affiliate with the correct response as taught in the course.

Participants showed a 24% percent increase in knowledge from pre to post for question 9, *Which of the following distinguishes conflict sensitive development from peacebuilding?* For question 10, *Which of the following are fundamental elements of the conflict equation/conflict diagnosis*, the correct response increased by 42% from pre to post, with 100% of participants answering correctly in the post survey. The components of the conflict equation is a critical part of this course and is therefore rewarding to see that all participants got this question correct.

Question 11 and 14 both showed a slight increase in being answered correctly from pre to post survey. Question 11, *Which of the following statements about identity and conflict are true?*, had an increase of 4%, as did, question 14, *Why is a theory of change important for monitoring and evaluation?*

Question 12 and 13, which both asked about theories of change, were the most challenging for participants. Question 12, asked *which of the following statements about theories of change are true*. After reviewing participants' answers, it was noted that this question was presented incorrectly, and should include an all of the above option and is being revised for the next offering in October. Question 13, *which of the following statements are theories of change*, also had one confusing response and is being edited to more closely align with the teachings in this module.

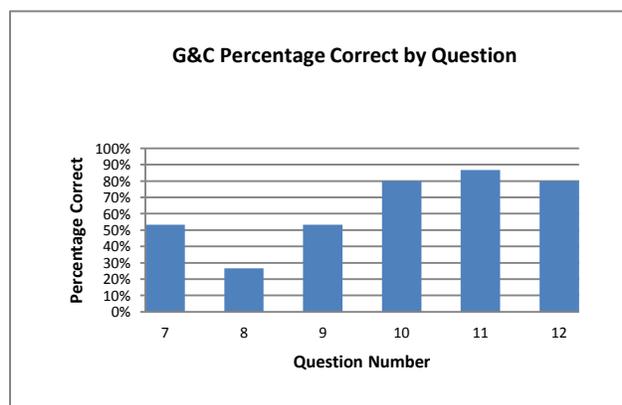
A survey database was completed to track responses to the pre/post course survey using excel so as to easily export data into graphical representations as seen above in the above graph. All surveys are given an anonymous tag to track the knowledge gained of each individual participant. The database tracks demographic information as well as knowledge based responses and automatically tracks the percentage of participants who answered each question correctly, and the knowledge gained or lost between pre and post course survey.

Gender & Conflict (G&C)

The G&C workshop puts ideas into practice, drawing on concepts from academic research. It demonstrates where gender fits into the Conflict Assessment Framework (CAF) and the importance of integrating gender into conflict program design. Participants learn how gender roles change in conflict and post-conflict environments and what it means for future and ongoing development interventions.

In Quarter 4, MSI provided logistical support for the G&C training in Harare, Zimbabwe on September 16, 2015. Working closely with the USAID Mission in country, the logistics and registration ran smoothly for the 16-participant training. This was the first time CMM requested a contractor to serve as a co-trainer for G&C, which appeared to work well given the high participant ratings. When rating the content of the course, participants gave a 4.33/5. When rating the training methodologies, a 4.45/5 was given.

In Quarter 4, MSI also finalized a post-course survey for G&C and piloted the survey during the training in Harare, Zimbabwe. As G&C is only one day, participants do not complete a pre-course survey as it would be too cumbersome to distribute two surveys in a day's time. Participants take the post-survey after the final review session and must hand it in to receive their course certificate. Similar to the C102 survey, the G&C survey asks demographic questions to help further disaggregate the data, as well as knowledge questions. A survey database for G&C, similar to the C102 survey database, was created to track responses.



Overall, participants did very well on the post-course survey, proving knowledge on a host of gender issues. In question 7, *which gender dynamics need to be explicitly considered in a conflict setting*, 53% of participants answered the question correctly. Question 8, *which of the following are important reasons for integrating gender into conflict assessment*, was the most challenging question for participants, with only 27% of participants answering correctly. Similar to question 7, question 9, *which of the following are common impacts of conflict on gender roles*, was answered correctly by 53% of participants.

Questions 10, 11, and 12, were all answered correctly by 80% or more of participants. Question 10, *Which one of the following practices in program design are NOT red flags*, was answered correctly by 80% of participants. Question 11, *which of the following practices in program design are green flags*, was the question answered most correctly by participants with a score of 87%. Question 12, *which of the following questions would you ask in a conflict assessment to better understand how gender may be a conflict driver or mitigator*, was answered correctly by 80% of participants. The complete course survey that was piloted in Zimbabwe can be found in Annex 3.

Overall, the training team is very pleased with the outcomes of participant responses; however, they will closely monitor those with lower scores over the next two iterations. Any questions that receive below 60% correct response rates will be reviewed to ensure that the question and its response coincide well with the teachings in the relative modules of the course.

MSI also logistically prepared for a G&C offering to be held in Washington, D.C. in October 2015.

Advanced Conflict Assessment (ACA)

Advanced Conflict Assessment (ACA) is a 3.5 day advanced course that requires C102 and ideally G&C as prerequisites. The objectives of the workshop are to: ensure participants understand the CAF; familiarize USAID staff and partners with the process of assessment and considerations for planning; improve participant skills in using the CAF to guide data collection and analysis; and provide tools for synthesizing information into findings and linking those findings to concrete recommendations for USAID programmatic response.

In Quarter 4, MSI in discussion with CMM designated revisions between priority and overhaul. MSI began work on the priority revisions, which will be completed in the first Quarter of Year 2 (Y2) and piloted during the next offering of ACA, in October. The overhaul revisions will begin in Quarter 2 of Y2.

This quarter MSI also worked with subject matter experts from George Mason University's Center for the Study of Gender and Conflict to finalize gender revisions for ACA. The revisions were approved by CMM and will be integrated into the training materials and ready to pilot in October.

Similarly to C102 and G&C a pre- and post-course survey for ACA was also created. The survey will be piloted during the next offering of ACA in October 2015 in Washington, DC.

This quarter, MSI also logistically prepared for an ACA offering to be held in Washington, D.C. in October.

Training of Trainers (TOT)

In Quarter 4, MSI along with CMM identified dates for the next TOT and put together an illustrative list of TOT participants. With the completion of gender revisions and overhaul content revisions, the next C102 TOT will be held in February 2016. A G&C TOT will also be held in February. MSI began to logistically prepare for both TOTs.

Community of Practice (CoP)

The creation of a COP will showcase CMM's technical and learning leadership within the global peacebuilding community. It will be housed on Search for Common Ground's (SFCG) Design, Monitoring, and Evaluation (DM&E) portal, capitalizing on an existing network of 4,000 members in over 130 countries.

A key personnel position to manage the Community of Practice was requested and approved on July 6, 2015. This 40% time Community Manager and will be responsible for key CoP documents and reports such as the outreach strategy, content management strategy, animated marketing video, beta-testing, site design management and overall maintenance of the CoP.

During Q4 substantial progress was made on the development of the CoP in close collaboration with CMM and SFCG. A key milestone was the finalization of the CoP Content Management Strategy (CMS), approved by CMM's Director on August 14, 2015. The CMS serves as the CoP roadmap for the site's purpose, development, management and growth. The inventory list, which serves as a supplement to the CMS was also revised to include a wider range of sectors. Resource library guidelines, a tagging approach and a CoP glossary was also developed to serve as a guide for managing, uploading and tagging resources.



Figure 1: Final Site Design Mock-Up

During this quarter, there were also major advancements on the construction of the CoP site, with extensive support from SFCG. They facilitated a two-step process: drafting a site map which mirrors the DME for Peace, Education for Peacebuilding site, and walking through that site with CMM in several meetings, one of which was attended by CMM's Director and Deputy Director on August 20th. After extensive discussions and feedback between MSI, SFCG and CMM, the site design was finalized on September 24th. CMM also asked for additions to the site which required extra costs as they were not

included in the web developer's contract; some of which were incorporated (e.g., advanced scrolling option) while others were not due to cost implications.

Throughout Q4, MSI and SFCG began drafting a checklist for the beta test which serves as a key step to addressing site content and functionality issues after the site is initially built. The beta test will be launched in the next quarter. Static site content was also drafted and shared with a CMM technical expert for review – upon further edits, the static site content was approved on September 23rd.

Also this quarter, the task order Branding and Marking plan was modified for CoP purposes and approved on August 13th. A one pager of potential CoP names with supporting taglines was also drafted and shared with CMM. To garner further ideas, CMM held an internal CoP name office competition that drew multiple entries from staff and narrowed the list to three names. Searches to ensure other online affiliations with these names and potential URLs is being conducted to ensure least amount of competition with other sites during user searches. Discussions on the CoP name and tagline are ongoing and are expected to be finalized next quarter.

MSI also began drafting the CoP outreach strategy which details outreach activities that will be implemented during the CoP phases: pre-launch, launch and post-launch. The strategy also includes CoP audience analyses, talking points and outreach campaigns. It is expected to be finalized next quarter. One of the significant outreach activities highlighted in the strategy is the development of a CoP animation video which will be utilized as a major marketing tool for the CoP. MSI awarded TechChange the proposal and a kick off meeting with MSI, CMM, SFCG and TechChange was held on September 21st to discuss key messages and objectives of the video.

Lastly, MSI and CMM established a relationship with the Conflict Sensitivity Community (CSC) Hub, a working group consisting of numerous peacebuilding organizations that are developing a similar community of practice. In a conference call with CDA on August 5th, MSI and CMM learned more about the similarities and differences between the CSC-Hub and CoP, and potential opportunities to support and complement one another. An invitation to the second CSC-Hub working group meeting (October 26-27), was received by MSI and CMM. Participation will be determined early next quarter, depending on availability and funding.

Contract Management

In Quarter 4, MSI worked with CMM to create an updated deliverable table for the task order. The deliverable table more accurately shows how many trainings will be offered through the life of the contract, as well as, when revisions and the design of new trainings will take place. The updated deliverable table was submitted in addition to the budget realignment to cover funding needed for the additional key personnel position for the COP. The modification for the updated deliverable table and budget realignment was approved by USAID and finalized on September 15th.

In Quarter 4, MSI and CMM jointly decided to make MSI owner of all materials stored on the Google drive. The decision was made following a temporary hiatus of USAID protocol not allowing contractors access to Google drive. MSI worked to ensure that no materials were lost, and all materials were recovered, uploaded to the drive, and are now under ownership of MSI.

Also in this quarter, MSI gained access to the USAID University portal. This access allows MSI to directly monitor and register participants for CMM's suite of trainings, rather than coordinating with the Washington Learning Center.

In Quarter 4, MSI worked with CMM to create a rough outline of the Y2 workplan. The workplan will be finalized in Quarter 1 of Y2, and will provide CMM with a GANTT chart and narrative of all activities to be completed in the second year of this contract.

Deliverables

The following contract deliverables were submitted and approved during Q4:

- Quarter 3 Report: July 24, 2015.
- After Action Report for C102 West Bank and Gaza: submitted August 11, 2015.
- Quarterly Accruals: September 18, 2015.
- After Action Report for C102 Zimbabwe: submitted September 30, 2015.
- After Action Report for G&C Zimbabwe: submitted September 30, 2015.

LESSONS LEARNED

- **Contractor access to USAID University removes a heavy burden from CMM staff.** MSI logistician access to USAID University allowed for direct communication with those managing the LMS at USAID, thus removing CMM from this very administrative and time-consuming role. Contractor management allows for greater flow of registration processes and ability to more closely monitor participant prerequisites as well as to ensure equal access to CMM courses across the Agency both in Washington and from the field.
- **Ownership of training materials on Google drive promotes streamlined version control and external accessibility.** This lifts the responsibility from CMM to grant access to users and to having a staff person serve as point person to managing uploads from other users. It also ensures no disruption in the unlikely event of government shutdown or hacking alert.
- **Knowledge tests for all three CMM courses, allows CMM and MSI to monitor and evaluate participants learning.** Pre/post course surveys allow MSI to track which concepts are easy for participants to grasp and which concepts participants struggle to understand.
- **Developing a comprehensive outreach strategy is important to craft and promote a collective CoP message for all parties to adhere to.** The strategy can also be referred to throughout the CoP life cycle to provide clarity and direction. Informed by lessons learned from DME for Peace, the strategy highlights four pillars that have been identified to build and sustain a successful CoP: be proactive, be collaborative, be reflective and be responsive.

PLANS FOR NEXT QUARTER

- Complete overhaul revisions for **C102** course materials.
- Complete priority revisions for **ACA** course materials.
- Prepare for and logistically support **C102, G&C, and ACA** in Washington, D.C.
- Prepare for **Training of Trainers** to be delivered in Quarter 2.
- Organize Advanced Conflict Programming (**ACP**) course design team.
- Prepare initial outline for **ACP** course.
- Begin preparations for **C102 online refresher** (e-learning course) with MSI subcontractor.
- Submit Year 2 **workplan** by October 30, 2015.
- Submit **annual report** by October 30, 2015.
- Finalize the **outreach strategy** and begin outreach activities.
- Complete and approve **animation video** from TechChange.
- Beta-test and finalize the **site design**.
- Draft and finalize the **CoP activities** roll out plan.
- Continue building the **resource library** and **contacts database**.
- Transition any remaining **CoP duties** from SFCG to MSI.