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DCHA/CMM CONFLICT TECHNICAL CAPACITY BUILDING AND TRAINING

QUARTERLY REPORT: YEAR 2, QUARTER I

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DCHA/CMM Conflict Technical Capacity Building and Training

QUARTERLY REPORT: YEAR 2, QUARTER I



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ACRONYMS

ACA	Advanced Conflict Assessment Course
ACP	Advanced Conflict Programming Course
C102	Conflict 102 Course
CMM	Office of Conflict Management and Mitigation
CoP	Community of Practice
CSC	Conflict Sensitivity Community
CTCBT	Conflict Technical Capacity Building and Training
DCHA	Bureau for Democracy, Conflict, and Humanitarian Affairs
G&C	Gender and Conflict Course
SFCG	Search for Common Ground
TO	Task Order

OVERVIEW

This quarterly report covers the first quarter of fiscal year 2016 (October 1, 2015 – December 31, 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 second 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 the delivery of a suite of training courses in Washington, D.C., piloting of C102 overhaul revisions, and the continued development of the CoP. The following list provides a summary of the activities undertaken this quarter:

- Submitted Year 1 **Annual Report**.
- Submitted Year 2 **Workplan**.
- Completed overhaul revisions and piloted **C102** course materials.
- Completed priority revisions for **ACA** course materials.
- Prepared for and logistically supported **C102**, **G&C**, and **ACA** courses in Washington, D.C.
- Organized and facilitated brainstorming session to discuss **ACP**.
- Began design work with lead subcontractor for Conflict 102 **e-module**.
- Worked with CMM and Search for Common Ground (SFCG) to finalize the **CoP**'s:
 - Community Name (Peace Exchange)
 - Outreach Strategy
 - Animation Video
- Attended the 2nd **CSC-Hub** working group meeting in Bern, Switzerland.
- Worked with SFCG to populate the **CoP** site and launch the **CoP** beta test.
- Worked with SFCG and CMM to build the **CoP** contact list.
- Continued building the **CoP** resource library.

ACTIVITY UPDATES

Conflict 102 (C102)

The C102 workshop is a practical and highly participatory training that introduces participants to conflict analysis and best practices for programming and provides the tools needed to successfully apply basic conflict diagnostic tools, design an appropriate response and monitor and evaluate theories of change in a conflict sensitive manner. The training uses vignettes and case studies to give participants opportunities to apply what they are learning to realistic situations.

In Quarter 1, MSI completed overhaul revisions for all ten modules of C102. Final versions of all modules were submitted to CMM on October 6, 2015. The revised training was piloted during the October iteration held in Washington, D.C. Following the pilot, there were minor priority revisions that included adjusting language in some of the questions in the Module 2 quiz, providing clarity to an exercise and editing an example in Module 9. Priority revisions were completed and submitted to CMM on December 22, 2015.

MSI also provided logistical support to a C102 training in Washington, D.C. from October 21 – 22, 2015. The training was attended by 23 participants. Of the 23 participants, 22 were female. This was merely happen stance of the registrants and unfortunately there were not enough males who could both attend C102 and G&C back to back. Despite the gender imbalance, the training was attended by a diverse group of participants, including four new staff from CMM, and participants from four different Missions. Participants took both the pre and post course surveys that were piloted and finalized in FY1,Q4. Participant scores from the pre and post course surveys were input into the database. Of the ten knowledge questions asked, nine questions saw an increase of correct responses from pre to post course survey. Overall the training received a 4.81/5 on participant satisfaction of content; the highest score of C102 in the life of this TO.

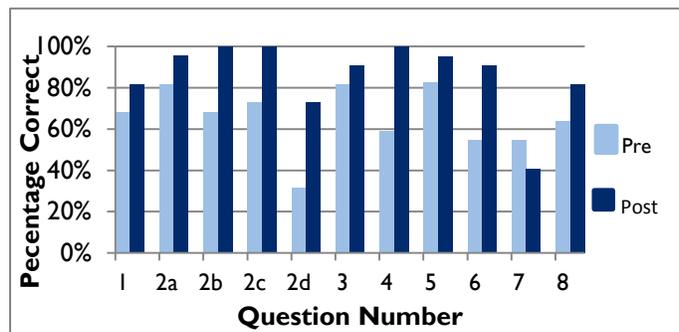


Figure 1: Percentage of knowledge gained by question

In Quarter 1, MSI also logistically prepared for a C102 TOT and a C102 offering, both to be held next Quarter. The next TOT will be held February 1–2, 2016 at the Washington Learning Center (WLC) and will be facilitated by MSI. The C102 course will be held March 2–3, 2016 at WLC.

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 1, MSI provided logistical support to a G&C training in Washington, D.C. on October 26, 2015. The training was attended by 17 participants. Similar to the attendance of the C102 course, the training was only attended by one male. The course was attended by a diverse group of participants, with many different USAID offices represented, as well as five consultants from Democracy

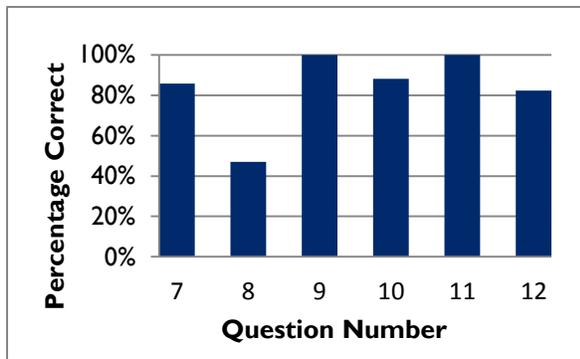


Figure 2: Percentage of correct answers by question

International. Participants completed the post course survey, which was finalized in FY1 Q4, and their responses were inputted and are being monitored in the database. Overall, participants rated the course lower than average with a 4.1/5 on their satisfaction with content. This low score and conversations within the training team prompted the decision to do an overhaul revision of G&C in Year 2. The overhaul revision process will begin next Quarter. Participants did well on the knowledge test, with a third of the questions being answered correctly by 100% of participants.

MSI also logistically prepared for a G&C offering to be held March 7, 2016 in Washington, D.C.

Advanced Conflict Assessment (ACA)

Advanced Conflict Assessment (ACA) is a three and a half 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 1, MSI provided logistical support for an ACA training in Washington, D.C. on October 27-30, 2015. In preparation for the course, MSI completed all priority revisions in early October. The priority revisions and the gender revisions, which were finalized in FY1 Q4, were piloted in this offering.

The ACA training was attended by 17 participants. This is above the maximum number of participants as there were requests from participants at Missions to attend; the COR of the task order also attended. Similar to the G&C course, ACA was also attended by the same five consultants from Democracy International. Participants completed and piloted the revised pre/post - course survey. Overall, participants rated their satisfaction with the content of the training a 4.5/5. On the knowledge questions there was an oversight in which the term “multiple answers possible” was left in. This will be revised prior to the next offering.

Originally, MSI and CMM anticipated completing an overhaul revision process for ACA in Year 2. However, after joint discussions between CMM and MSI, the overhaul revisions for G&C were prioritized for Year 2, as such, the overhaul for ACA will be pushed back to Year 3. Priority and annual revisions for ACA will still be completed as planned in Year 2.

MSI began logistically preparing for an offering of ACA to be held in March; however, due to trainer unavailability the training was postponed. Discussions were had as to the feasibility of holding an ACA later in the year but an exact date remains to be determined. Ideally TOTs for each course are held no more than six weeks prior to the actual course taking place so as to ensure the material is still fresh on the trainers’ minds. Therefore, a TOT for ACA will be postponed until there is both enough availability among CMM staff to attend and the final dates are determined.

Training of Trainers (TOT)

In Quarter 1, MSI discussed holding two TOTs; one for C102 and one for G&C. Both TOTs will be facilitated and logistically supported by MSI. The C102 TOT will be held at WLC February 1-2, 2015, and will be attended by six participants. A G&C TOT will be held on Feb 4 for 4-5 participants to ensure familiarity with the material as they are currently prior to these trainees leading G&C sessions in March. As there are overhaul revisions for G&C planned, a more formal TOT will be held after the completion of revisions.

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.

In Quarter 1, significant progress was made with substantial support from CMM and SFCG. After much consideration and a final brainstorming session at CMM on October 7, 2015, the CoP name **Peace Exchange** was chosen on October 16, 2015. Peace Exchange was first suggested by a staff member during CMM's office naming competition. A strategic decision was also made to postpone the launch of Peace Exchange until late January 2016 due to the approaching holiday season where we may have run the risk of losing momentum and excitement of the launch. The launch was originally scheduled for November 2015. Delaying the launch also allowed for more time to test and improve the functionality of the site.

The project reached a key milestone on October 22 with the completion of the site. The Peace Exchange Community Manager then met with the DME for Peace Community Manager to learn how to manage the back-end of the site and to upload content in preparation for the two beta tests that launched on October 28. The Content Beta Test was sent to CMM, MSI, and SFCG staff to review content and site functionality – 12 staff members completed the test. The Volunteer Beta Test only tested for site functionality and was sent to previous CoP survey respondents who had expressed earlier interest in beta testing the site— 20 people completed the test. Overall responses from the beta tests were very positive.

- 100% of staff did not notice any spelling or grammatical areas when taking the content test;
- 91% of staff agreed that the content was easy to navigate. 90% of volunteer respondents replied that they would be interested in contributing resources or expert experiences to the CoP; and
- 95% replied that they would return to the community of practice. All feedback received from beta testers were reviewed to make improvements and site adjustments to the CoP.

During the previous quarter, MSI and CMM established a relationship with the Conflict Sensitivity Community (CSC) Hub and were invited to participate in the second CSC-Hub working group meeting in Bern, Switzerland from October 26-27, 2015. The Peace Exchange Community Manager attended to learn more about the Hub, as well as present the scope and purpose of Peace Exchange. Fourteen organizations attended including World Vision and SFCG. The objective of the workshop was to validate the Hub's purpose and agenda. As next steps, the Hub is drafting a funding proposal and revising its concept note. Current chairs SwissPeace and CDA will be handing over working group leadership to two new co-leads next quarter. MSI, CMM and SFCG are looking for ways to collaborate and prevent overlap. Initial ideas are to have CSC-Hub members host a webinar and share resources on Peace Exchange— a call with SwissPeace is scheduled for early January 2016.

In Quarter 1, substantial progress was also made on outreach initiatives and promotional materials. Last quarter, MSI drafted the CoP outreach strategy, which outlined outreach activities and marketing approaches. The strategy was finalized on November 11, 2015 but continues to remain a working document. A Peace Exchange contact list was also developed. The list began with previous CoP survey respondents and beta testers and has now grown into a list of almost 500 contacts through internal outreach from staff at CMM, MSI and SFCG. One of the major milestones for CoP marketing materials was the completion of the CoP animation video on December 15. The team went through extensive rounds of review with TechChange, including storyboard, narration and rough cut reviews. The video will be uploaded on the USAID Youtube account and shared on the CoP as well as other social media outlets. MSI also hired a graphic designer to draft a postcard that would be shared with colleagues and distributed at events. The postcard will be finalized next quarter.



Figure 3: Screenshot from CoP Animation Video

CMM also asked for additions to the site which required extra costs as they were not included in the web developer's contract: these include a rotating, editable carousel on the home page, a "Back to Library" button once a user is in the Resource Library, changing the color of the Resource Library box to highlight it more and ensuring that all links a user clicks on will open into a new tab. MSI also added two new boxes to the "Engage" page with the help of MSI's digital specialist: "Introduce Yourself to the Community" box where members can share information about themselves and learn about others, and a "Member Spotlight" box where two Peace Exchange members would be chosen to be interviewed each month. In preparation for the launch, the project team acquired over 200 resources in which 70 were identified for the launch with the first CoP theme focusing on conflict analysis. The team continues to make improvements to the site and will focus its efforts on outreach and membership next quarter.

Conflict 102 E-Module

The C102 online e-module will provide a refresher on conflict analysis key concepts and approaches, and create sustained access to C102 training materials. The development of the e-module was postponed from Year 1 to Year 2.

In Quarter 1, MSI began development on the C102 e-module. MSI identified an internal activity lead and a subcontractor who will lead the design process. The core training team began discussing the timeline and workplan with the activity lead and subcontractor. MSI will submit an update and workplan to CMM early next quarter.

Advanced Conflict Programming

The Advanced Conflict Programming (ACP) course, previously named Advanced Program Design, Monitoring and Evaluation, will serve experienced USAID staff who have met the necessary prerequisites to increase application of conflict sensitive principles to the design, implementation, and monitoring and evaluation of USAID programs worldwide. ACP design activities were postponed to begin Year 2 to increase coordination with case studies being undertaken under CMMs FACTRS TO. This timing also allowed for better planning of CMM staff time to be dedicated to this course.

In Quarter 1, MSI began work on ACP. MSI identified a consultant who will be the lead designer of the course for the next year and a half. MSI also discussed the timeline for developing the course, and

identified case study criteria with CMM. MSI organized a brainstorming session with CMM staff that was facilitated by the consultant on December 16, 2015. The brainstorming session was held at MSI and attended by seven CMM staff. The brainstorming session discussed main objectives and themes of the course. MSI will submit a list of options to design the course to CMM next quarter.

Contract Management

In Quarter 1, the Senior Project Manager for this TO transitioned to a different program. Upon this transition the core training team identified a replacement. The new Senior Project Manager joined the project in October 2015, and supports the project in both technical and operational capacities.

MSI identified and managed multiple contracts and consultants in Quarter 1, including:

- Identifying, hiring, and managing a consultant to serve as a graphic designer in the creation of a CoP postcard
- Identifying, hiring, and managing a consultant to lead the design of ACP
- Identifying a consultant for the overhaul revisions of G&C
- Identifying an MSI internal activity lead and subcontractor to lead the development of the e-module

Deliverables

The following contract deliverables were submitted and approved during Q1:

- Quarter 4 Report: October 30, 2015
- Year 1 Annual Report: October, 30, 2015
- Year 2 Workplan: November 2, 2015
- After Action Report for C102 Washington, D.C: November 5, 2015
- After Action Report for G&C Washington, D.C: November 9, 2015
- After Action Report for ACA Washington, D.C: November 13, 2015
- Quarterly Accruals: December 16, 2015

LESSONS LEARNED

- **All revisions should be completed at least three weeks prior to the course in which they will be piloted.** A three week time span ensures there is adequate time for any additional formatting needed prior to printing and preparing materials for the trainers and participants.
- **Participatory processes for the purposes of training curricula revisions need to be tightly coordinated.** Identifying a coordinator or subject matter expert from CMM to lead internal communications regarding edits to training materials supports a more streamlined revisions process. Limiting the number of people involved in the revisions process saves time and money. Those participating in the process should be compelled to provide written feedback which can then be compiled and approved by the lead and/or COR, thus limiting time spent on outreach to individual staff for comments and reactions.
- **It is important to ensure that service vendors working on visual elements of the project fully understand the concepts and theories before translating them into visuals.** This may require more time from the client early on but it helps create a smoother and more efficient

process overall.

- **Developing an animated introductory video to market a community of practice is very effective.** Introductory videos have become significant marketing tools for companies because they provide simple narration as well as visual aspects to help viewers easily understand the content.

PLANS FOR NEXT QUARTER

- Prepare for, logistically support and facilitate **C102 TOT**
- Prepare for and logistically support **G&C TOT**
- Prepare for and logistically support **C102** course
- Prepare for and logistically support **G&C** course
- Prepare for **ACA TOT**
- Prepare for **ACA** course
- Begin work on **G&C** overhaul revisions
- Begin work on **C102 e-module**
- Begin work on **ACP**
- Launch the **CoP**
- Deliver two **CoP** webinars
- Finalize **CoP** marketing material