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DCHA/CMM CONFLICT TECHNICAL CAPACITY BUILDING AND TRAINING

QUARTERLY REPORT: YEAR 2, QUARTER 2

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DCHA/CMM Conflict Technical Capacity Building and Training

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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 report covers the second quarter of fiscal year 2016 (January 1, 2016 – March 31, 2016). 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, the creation and management of a community of practice (CoP), and analytical services for CMM.

Work this quarter consisted primarily of trainings in Washington, D.C., revising the Gender & Conflict (G&C) training course materials, designing a new training course, tentatively titled Advanced Conflict Programming (ACP), developing an e-module for Conflict 102 (C102), and launching of the CoP, Peace Exchange. The activities are summarized below:

- Submitted ACP **Workplan** to CMM for review and approval.
- Submitted ACP **Training Overview** with optional course designs.
- Submitted draft **ACP** outline with detailed module descriptions for a 5-day course with 2-day practicum for review and approval.
- Submitted case study question protocol for **ACP** case study work in the field.
- Submitted revised Modules 1 and 5 for **G&C** for review and approval.
- Prepared for, logistically supported, and facilitated C102 and G&C **TOTs** in Washington, D.C.
- Prepared for and logistically supported **C102 and G&C** courses in Washington, D.C.
- Submitted Instructional Design Approach for Conflict 102 **e-module** to CMM for review and approval.
- Held **C102** overview sessions for multiple staff during tech team meeting as well as two one-on-one sessions to prepare experienced facilitators on major content revisions.
- Launched CoP, **Peace Exchange**.
- Organized two **Peace Exchange** webinars.
- Revised the **Peace Exchange** Content Management, Outreach and Learning Strategies.
- Confirmed **Peace Exchange** and CSC-Hub partnership.
- Developed a **Peace Exchange** Communications Protocol.

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.

MSI provided logistical support to a C102 training in Washington, D.C. from March 2 – 3, 2016. The training was attended by 23 participants; 15 females and eight males. The group of participants was diverse and included two participants from Missions, two from DOD, and one from State/CSO. Participants took pre and post course surveys and their scores were inputted into the database. Of the eleven knowledge questions asked, ten questions saw an increase of correct responses from pre to post course survey (as shown in Figure 1). Overall, the training received a 4.5/5 on participant satisfaction of content and training methods used, and a 4.6/5 on course logistics.

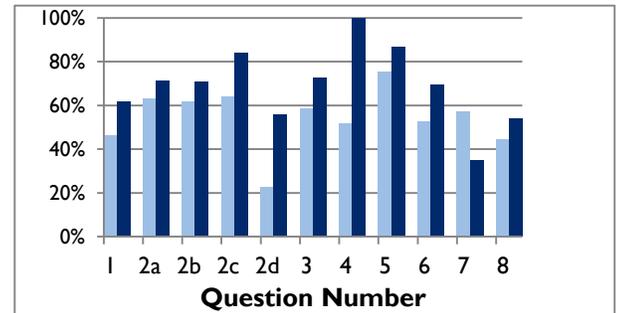


Figure 1: Percentage of knowledge gained by question

Light blue bars indicate pre-survey scores while the darker blue bars show post-survey scores

In Quarter 2, MSI also logistically prepared for a C102 offering to be held in Monrovia, Liberia in May.

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 2, MSI provided logistical support to a G&C training in Washington, D.C. on March 7, 2016. The training was attended by 16 participants; 10 females and six males. The training was also observed by the consultant leading the G&C content revisions. Participants completed the post course survey and their responses were inputted and are being monitored in the database. Overall, participants did well on the knowledge portion of the survey, with 70% of participants answering five of the six questions correctly. Participants rated their satisfaction with the course content and training methods a 4.1/5, and a 4.4/5 for on-site support.

In Quarter 2, MSI also began work on the overhaul revisions process for G&C. MSI hired and oversees a consultant, Leslie Dwyer, to lead the revisions process. The consultant revised ACA and C102 for gender considerations in Y1 of CTCBT. In January 2016, CMM, MSI, and the consultant met to discuss the overarching and general content revisions for G&C. Following this meeting, the consultant attended both the G&C TOT and G&C training to consider additional revisions for the course. In coordination with the consultant, MSI created a revisions tracker compiling CMM's edits, MSI's edits, and the consultant's suggested edits. The revisions are substantial content edits for all five Modules, as well as the case study. In March 2016, CMM, MSI, and the consultant met to

specifically discuss edits for Modules 1 and 5. The edits for Module 1 included a revised opening activity, as well as adjusted notes on the gender and conflict approaches. The edits for Module 5, included an updated resources guide for participants, and a revised closure activity. On March 22, 2016 MSI submitted first drafts for Modules 1 and 5.

MSI also logistically prepared for a G&C offering to be held in Monrovia, Liberia in May.

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 course 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 2, MSI along with CMM identified revisions as either priority or overhaul revisions. The priority revisions will be completed prior to the next offering of ACA, scheduled in October 2016. The overhaul revisions will be completed in Year 3.

Training of Trainers (TOT)

In Quarter 2, MSI prepared for, logistically supported, and facilitated both a C102 and G&C TOT. The C102 TOT was held February 1 – 2, 2016 at the Washington Learning Center (WLC) and led by MSI staff, Jennifer Ulman and Aleksandra Markovich. There were six participants; five CMM staff and one from MSI. The TOT was organized to help participants learn and practice different facilitation skills, and practice facilitating the C102 material. Each participant facilitated at least one full module and one “mini” module focused on one aspect of the opening session, and received feedback from the facilitators, CMM, SME, and the participants. Overall, the C102 TOT was rated high by participants. As for effectiveness of the TOT, average participant rating for the session was 4.7/5. Participant’s average rating for overall satisfaction with the TOT was also 4.7/5. MSI was also asked to lead a CMM tech team on February 17, 2016 to walk the office through all major revisions/changes to the C102 materials. This served as a refresher given that C102 recently underwent an overhaul revisions process.

The G&C TOT was held on February 4, 2016 at the Ronald Reagan Building and led by MSI associate, Karen Kaplan. Participants included three CMM staff, one virtual Africa Bureau staff, and the project manager for this task order from MSI. As the majority of participants had attended the C102 TOT, there was no focus on facilitation skills. Each participant facilitated a module, and two participants split Module 3. Participants rated the two effectiveness statements a 4.8/5 for each. Participants rated the five satisfaction statements an average of 4.6/5. The lowest satisfaction statement was with the logistics on venue/set up. As one participant noted on the evaluation, “We need a room that would allow us to really test exercises and class room set-up.”

Community of Practice (CoP)

The creation of a COP showcases CMM’s technical and learning leadership within the global peacebuilding community. It is 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.

During Q2, CMM, MSI and SFCG successfully launched the CoP, Peace Exchange, on February 3, 2016. The launch was well received by numerous organizations and partners who were pleased to see USAID take a leadership role in highlighting the importance of conflict sensitivity. The launch included an opening webinar by CMM's Director, Melissa Brown, who emphasized the necessity of conflict sensitive programming, with a special focus on the experiences of USAID and the goals of Peace Exchange. The webinar attracted over 70 participants and according to SFCG, multiple organizations also held webinar viewing parties, including MSI who had over 15 attendees. Since the launch, Peace Exchange has had over 1,400 visitors, 350 members and 500 YouTube views of its "About Us" video. The success of the launch was due to significant outreach efforts by MSI, CMM, and SFCG. These efforts included:

- Outreach to colleagues and peers for contacts which resulted in over 550 names.
- Design and distribution of pre-launch and post-launch postcards internally and externally.
- Outreach to networks and partners with e-newsletters announcing Peace Exchange's launch and upcoming webinar.
- Social media outreach through Twitter, Facebook and/or LinkedIn.
- A "Save the Date" email that was sent to the CoP listserv one week prior to the launch, which included an introductory message from CMM's Director. The email was sent from Peace Exchange's official email account, peaceexchange@dmeforpeace.org through Mail Chimp.
- An official email from CMM's Director the morning of the launch.

Prior to the launch, the project team renamed the "Bank of Best Practices" to "Community Conversations" to provide a broader discussion platform where members can pose questions, share knowledge, and best practices and lessons learned. CMM's Conflict 102 training materials were also edited and revised for external purposes – a webinar hosted by CMM to introduce these training materials will take place in Quarter 3. On March 16, 2016, Peace Exchange organized its second webinar with a focus on conflict analysis. Webinar host Michelle Garred, Associate Peacebuilding Director for Strategy and Innovation at World Vision International, introduced "Making Sense of Turbulent Contexts (MSTC)," a participatory approach to macro-level conflict analysis, known for its emphasis on local knowledge. The webinar was well received and attracted over 20 participants, many of which were from various USAID offices and non-governmental organizations – the lower turnout compared to the first Peace Exchange webinar may have been due to a D.C. metro closure that day.

After the CoP launch, the project team was able to focus its efforts on developing partnerships with other organizations. On March 7, 2016, MSI and SFCG met with Alliance for Peacebuilding's (AfP) Deputy Director of Learning to discuss potential synergies and collaboration. The Deputy Director was very supportive of Peace Exchange and open to collaborations. In Q3, MSI will design a joint activity to present and implement with AfP on Peace Exchange. MSI and CMM also developed a stronger relationship with the CSC-Hub working group. The project team joined an initial skype call with SwissPeace in early January to discuss a potential partnership with the Hub. Following the call, MSI and CMM reviewed the Hub's funding proposal and identified potential areas of collaboration. On March 29, 2016, CMM, MSI, and SFCG joined the monthly CSC-Hub call to announce CMM's interest in partnering officially with the Hub. Next steps include drafting and finalizing a joint work plan by the end of August.

During Q2, MSI also updated the CoP Content Management, Outreach and Learning Strategies to reflect changes made to the CoP since they were initially approved. The Outreach and Learning Strategies will remain as working documents to provide greater flexibility if adjustments need to be made to Peace Exchange's direction and growth. MSI also developed a communications protocol that was agreed upon by CMM, MSI, and SFCG, outlining future meeting dates, email correspondence and approval procedures.

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.

In Quarter 2, MSI finalized a subcontract with Sheila Lee & Associates, LLC, who will be the subcontractor developing the C102 e-module. In February, MSI submitted a timeline with activities to CMM. The timeline noted that the completion of the e-module would be in September. In March, MSI submitted the first deliverable, the Instructional Design Approach. The deliverable was comprehensive in illustrating the instructional context, including purpose of the refresher module, target audience, learning objectives; the outline/sequence of topics to be addressed in the module; and a PowerPoint mock-up of the planned e-module.

On March 28, 2016 at the request of CMM, activities on the C102 e-module have been postponed and are expected to resume in summer 2016.

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 CMM's FACTRS TO. This timing also allowed for better planning of CMM staff time to be dedicated to the design this course.

In Quarter 2, MSI along with the lead design consultant, submitted a first draft of the ACP training overview in February. The overview discussed objectives, target audience, and pre-requisites. The overview presented two options for the design of ACP; the first option presented a 4 – 5 day course only, the second option presented a 2-day practicum in addition to the 4 – 5 day course.

The MSI training team attended two CMM Tech Team meetings to discuss the scope and design of ACP. The first was on February 25, 2016, with the CMM office. The discussion centered on the draft training overview document, primarily focusing on objectives and case study ideas in collaboration with the FACTRS TO. MSI participated in several conversations regarding the selection of country cases to be used as an in-depth study for the training. This included identifying selection criteria for the countries as well as a collective voting process. Colombia and Liberia were selected as the priority countries in which CMM would reach out to ensure interest in participating in the study. On March 8, MSI delivered a list of in-depth questions building on those provided by the FACTRS team lines of inquiry in preparation for the case study field interviews. On March 10, MSI attended a second Tech Team with only the internal CMM training team to delve deeper into the course objectives as well as ensuring the various CMM units were all in agreement with the overall purpose and structure of the course.

On March 15, 2016, MSI submitted a revised Training Overview document. The overview was more comprehensive, refining the objectives of the course and the resources to be used. Additionally, the document presented an illustrative day-by-day outline of training modules and content. MSI also submitted a more comprehensive workplan of activities with estimated LOE needed from CMM over the 18-month design period.

On March 24, 2016 CMM requested a shift in the ACP training scope to increase the focus on peacebuilding programming. Although conflict sensitivity will still be woven into the curriculum, the main focus will be on design and delivery of direct peacebuilding programs. MSI and CMM agreed that MSI would not go to the field with the FACTRS case study team. There was not sufficient time to revise the scope of the case study and CMM questioned whether the synergies between the training and FACTRS efforts were strong enough to move forward with the joint case study trip without duplicating efforts.

Contract Management

In Quarter 2, there was a shift in CORs for the task order. MSI worked with the returning COR to transition her back to the team by reviewing progress made, key decisions, as well as review of the former modification and budget realignment.

MSI managed multiple contracts and consultants in Quarter 2, including:

- Managing a consultant to lead the design of ACP
- Hiring and managing a consultant for the overhaul revisions of G&C
- Finalizing a subcontract to lead the development of the e-module

At the request of CMM, in March MSI submitted a preliminary budget realignment and notes to the COR. The budget realignment moved all funds previously designated for the design of the second TBD course to be developed under this TO, to support delivery of additional trainings. Additionally, the budget realignment includes a substantial portion of the increased delivery of trainings to be facilitated by MSI.

Deliverables

The following contract deliverables were submitted and approved during Q2:

- Quarter 1 Report: January 31, 2016
- After Action Report for C102 Washington, D.C: March 2-3, 2016
- After Action Report for G&C Washington, D.C: March 7, 2016
- Quarterly Accruals: March 9, 2016

LESSONS LEARNED

- **TOTs should be held in a space conducive to holding training courses, such as the WLC.** A small conference room does not allow TOT participants to truly model and practice activities or for the facilitator to move around the room comfortably while facilitating sessions.
- **TOT participants should attend in person.** Having virtual a TOT participants can be distracting as connectivity can be an issue. If the virtual participant is unable to attend TOT in person, consider holding a one-on-one TOT session over the phone or skype, rather than with the group.
- **External Peace Exchange communications that require approval from CMM's Director should be submitted a month in advance.** Submitting items for approval two weeks in advance is not enough time for CMM training staff to review communications before seeking approval from CMM's Director, which may require additional rounds of revisions and approvals.

- **Generation of a short concept note and work plan for each activity provides clarity of endeavor and is useful for CMM to note any time constraints of their staff.**
- **Frequent communication about availability of CMM to review products and deliverables is needed to ensure continuous alignment with task order and activity work plan.**

PLANS FOR NEXT QUARTER

- Prepare for and remotely support **C102** course in Liberia.
- Prepare for and remotely support **G&C** course in Liberia.
- Complete **G&C** overhaul revisions.
- Hold review sessions for upcoming **C102 and G&C** facilitators.
- Identify **ACP** peacebuilding consultant.
- Refocus design of **ACP** given shift of emphasis on peacebuilding programming.
- Deliver a **Peace Exchange** webinar.
- Draft a joint work plan between **Peace Exchange** and the CSC-Hub.
- Organize a joint **Peace Exchange** and Alliance for Peacebuilding activity.