



**DIMP Workshops
Round 1 • 2009-2010**

**Report of
Results**



in partnership with



Development Grants Program
Detailed Implementation and Management Planning (DIMP) Workshops 2009-2010
Report of Results
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Results Highlights

Round 1 DIMP Workshops October 2009 - January 2010

USAID's Office of Development Partners (ODP) hosted five Detailed Implementation and Management Planning (DIMP) Workshops for Round 1 Grantees under the Development Grants Program (DGP) between October 2009 and January 2010. The workshops were facilitated by ODP's Capable Partners Program (CAP), which also is providing technical assistance to the grantees to enhance their organizational and technical capacities in order to assist them to effectively implement their DGP projects and promote their ability to become longer-term USAID partners going forward.

Workshop Locations, Dates and Participants

Five workshops were held in different parts of the world for subsets of the Round 1 Grantee pool as follows:

- Quito, Ecuador, 13-16 October 2009
- Kiev, Ukraine, 26-29 October 2009
- Pretoria, South Africa, 30 November-3 December 2009
- Kampala, Uganda, 8-11 December 2009
- Dakar, Senegal, 11-15 January 2010

	Quito	Kiev	Pretoria	Kampala	Dakar	TOTAL
# of NGO Participants	15	16	29	20	38	118
# of USAID Mission Staff	3	6	5	2	11	27
# of NGOs	6	8	14	10	13	51
# of Countries	3	4	5	6	6	24

Fifty-one of the 60 Round 1 Grantees participated in the workshops. A total of 118 individuals from these NGOs participated along with 27 USAID Mission AOTRs and staff, for a grand total of 145 participants. A roster of participants for each workshop is included behind its respective tab, and a complete list is included behind the final "Participant List" Tab.

Workshop Agenda and Materials

The workshops were set up as hands-on opportunities to focus on two main areas: 1) the creation of a Performance Management Plan (PMP), and 2) compliance with USAID financial rules and regulations.

Development of the agenda and materials was an iterative process. Following each workshop, they were refined based on participant and facilitator feedback, as well as on the results of pre- and post-workshop tests and participant evaluations.

A summary of the agenda is included on the next page, and a copy of the complete agenda for each workshop is included behind its respective tab. The materials for each workshop (English and in-language) are available online at www.DGPCoconnect.Net.

Each tab also includes an explanation of the levels at which we collected feedback from participants, how we assessed participant learning and highlights from the data gathered.

Round 1 DIMP Workshops 2009-2010—Summary Agenda

Session	Description
1. Overview of CAP Assistance	Explanation of CAP process: organizational assessment as a basis for capacity building plans agreed to by grantees and Missions.
2. Understanding Your Cooperative Agreement	Plenary session walked participants through Cooperative Agreements, emphasizing key concepts, such as deliverables and “substantial involvement.”
3. Performance Management and a Plan to Do It	Plenary session on origins of Performance Management, ADS definition for development hypothesis. Plenary discussion of problem definition theory and application to developing Grant Objective as results statement with indicator(s). Presentation and review of Case Study and its development hypothesis.
4. Building a Development Hypothesis Results Framework	Review of Case Results Framework. Plenary discussion of use of the Key Questions to build a Results Framework from Grant Objective results statement. Small groups develop results frameworks with indicators.
5. Selecting Good Performance Indicators	Review of definitions, indicator standards, levels, types of indicators. Forced choice exercise to apply the standards to indicator selection. Task assignment to evaluate grant indicators using standards.
6. Setting Baselines and Targets	Review of baseline/target definitions and good practice. Plenary discussion of Case indicator Work Plan Matrix and Summary Data Table. Application of the Matrix to indicators for each Grant in small groups. Use of Summary Data Table to record targets.
7. Completing the Performance Indicator Reference Sheet (PIRS)	Review of Case PIRS and instructions for completion of PIRS form.
8. The Importance of Client Feedback and Participatory Practices	Plenary discussion about relations and communication with constituents and how feedback loops contribute to successful project management.
9. USAID Standard Provisions	Applicable USG provisions examined, including USAID-specific regulations. The session focused on mandatory provisions for US and non-US NGOs, along with the “required as applicable” provisions for both.
10. Financial Management	Topics included an overview of best practices in financial management for non government organizations.
11. Financial Reporting	Topics included when to submit advance and liquidation requests and how to fill out SF-269, -270 and -1034 forms.
12. Cost Principles of USAID Cooperative Agreements	Focused on cost principles essential to implement a project including A-122 requirements, maintenance of proper source documentation, and audit requirements (A-133).
13. USAID Procurement Procedures	Covered rules and regulations regarding procurement, including competitive bidding, documentation, ineligible goods and services. Different scenarios were presented for the participants to consider in light of these and other regulations.
14. Cost Share	Introduced and defined cost share, identifies USAID regulations that apply to cost share, explained how to determine allowable and unallowable forms of cost share, and how to report cost share.
15. Public Private Partnerships and Next Steps in Capacity Building	A demonstration of www.DGPCConnect.Net , and presentation of other resources and tools available to support DGP grantees.

Pre- and Post-Workshop Tests

At the start and conclusion of each workshop, participants were asked to complete a two-part test that allowed us to gauge changes in their levels of knowledge and ability to apply the content presented. The first part, a series of multiple choice questions, assessed knowledge before and after the workshop. The second part, a set of self-efficacy questions, allowed us to assess participants' perceived ability to complete tasks associated with the content.

Example 1: A knowledge question asked participants to select the correct uses for a Results Framework; a related self-efficacy question asked participants to score on a scale of 1 to 5 their ability to create a Results Framework.

Example 2: A knowledge question asked participants to select the correct threshold for procurement actions; a related self-efficacy question asked participants to score on a scale of 1 to 5 their ability to create and comply with procurement procedures.

Copies of the instruments, complete pre- and post-workshop assessment data and self-efficacy results for each workshop are presented behind its respective tab.

Combined Assessment Results

In addition to refining the agenda and materials following each workshop, we also honed the assessment tools. Across the five workshops, however, there were 17 questions on the pre- and post-workshop tests that remained essentially the same. Of these, participant scores increased in the aggregate on 16 of the questions as follows:

- The aggregate number of participants who correctly identified sections included in a Cooperative Agreement increased from 32 to 45, or 44.6%.
- The aggregate number of participants who correctly identified areas addressed by Mandatory Standard Provisions increased from 23 to 41, or 83.3%.
- The aggregate number of participants who correctly identified selected Provisions as Applicable increased from 15 to 25, or 71.3%.
- The aggregate number of participants who correctly identified actions typically included in a Cooperative Agreement's Substantial Involvement clause increased from 26 to 43, or 70%.
- The aggregate number of participants who correctly identified changes that require a modification to a Cooperative Agreement increased from 41 to 50, or 25.4%.
- The aggregate number of participants who correctly identified fundamental characteristics of a Monitoring and Evaluation system increased from 77 to 79, or 5.5%.
- The aggregate number of participants who correctly identified the definition of Monitoring increased from 81 to 88, or 12.2%.

- The aggregate number of participants who correctly identified the definition of Evaluation increased from 87 to 91, or 7.5%.
- The aggregate number of participants who correctly identified the characteristics of a good Objective Statement increased from 37 to 59, or 63.9%.
- The aggregate number of participants who correctly identified the form typically used to request an advance of funds increased from 38 to 67, or 81.3%.
- The aggregate number of participants who correctly identified the form typically used to report Program Income increased from 35 to 68, or 99.7%.
- The aggregate number of participants who correctly identified Deliverables typically required under a Cooperative Agreement increased from 59 to 71, or 23.7%.
- The aggregate number of participants who correctly identified what is included on a Financial Status Report using the SF-269 increased from 32 to 64, or 105.6%.
- The aggregate number of participants who correctly identified that procurement is the process for acquiring goods, supplies and technical assistance from 70 to 94, or 22.3%.
- The aggregate number of participants who correctly identified items requiring prior approval from an Agreement Officer increased from 44 to 61, or 42.5%.
- The aggregate number of participants who correctly identified the threshold amount for procurement of goods and services above which three written bids are required increased from 10 to 62, or 537.4%.

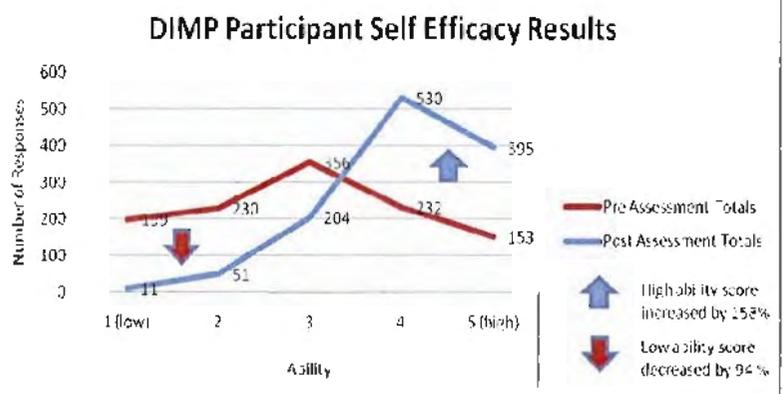
The one question for which participant scores did not increase in the aggregate is the following:

- The aggregate number of participants who correctly identified that an annual workplan includes activities and timelines for the coming year decreased from 99 to 94, or 2.4%.

Combined Self-Efficacy Results

The self-efficacy results show strong trends in terms of participant learning.

In the aggregate across the workshops, participant self-efficacy increased dramatically. There was an overall *decrease* in low ability scores ('1') from **199 to 11**, and an overall *increase* in high ability scores ('5') from **153 to 395**.

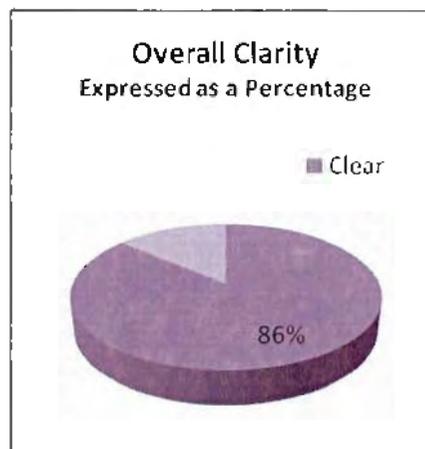
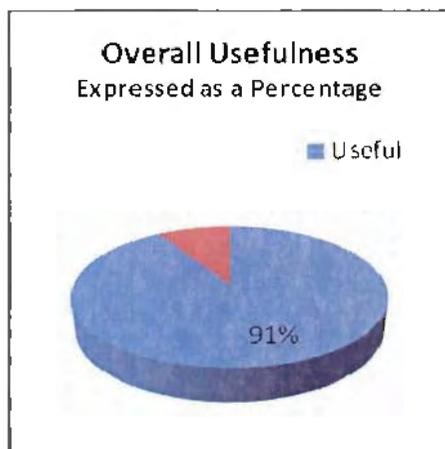


Workshop Evaluations

In addition to the pre- and post-workshop tests focusing on participant knowledge and abilities, at the end of the workshop participants were asked to complete evaluations focusing on the usefulness and clarity of the workshop sessions. Participants were asked to rank each module and exercise using a numerical scale of 1 to 5. The chart below presents the average scores by workshop.

	Quito		Kiev		Pretoria		Kampala		Dakar		Overall	
	<i>Useful</i>	<i>Clear</i>										
Average	4.46	4.41	4.54	4.39	4.68	4.54	4.59	4.29	4.56	3.94	4.56	4.31

On average, participants found the workshops to be both useful and clear, ranking usefulness at **4.56** on a **5-point scale** or **91%** if expressed as a percentage and clarity at **4.31** on a **5-point scale** or **86%** if expressed as a percentage.



Participants also were asked to respond to a series of narrative questions to elicit the following:

- Specific Examples of Participant Learning
- Most Useful Sessions
- Least Useful Sessions
- Additional Suggested DIMP Topics
- Most Useful Workshop Exercises
- Unexpected Learning
- Aspects of the DIMP Workshops to Change or Not Change

Responses from participants by workshop are presented behind its respective tab. The findings, summarized below, reveal that participants—both NGOs and AOTRs—took advantage of the opportunity for learning.

Specific learnings touched on every workshop module. Examples most often-cited were: *Understanding the Cooperative Agreement* (17 participants), *Building a Development Hypothesis/Creating a Results Framework* (19 participants), *Performance Management/PMP* (38 participants), *Selecting Good Performance Indicators* (22 participants), *USAID Procurement* (17 participants) and *Cost Share* (19 participants).

Those sessions found to be *most useful* were identical to the specific learning examples listed above, with two additions: *Financial Reporting* and *Financial Management*.

The *most useful activities* named included all of those above with the addition of *Completing the PIRS* and *Completing Financial Reports*.

Participants noted as most useful the sessions, activities and learnings designed as the workshops' core building blocks.

As for *least useful sessions*, participants frequently stated "None. All topics were useful". That said, sessions most often cited as the least useful were: *Cost Share* (not required for Round 1), *Participatory Processes*, *Public-Private Partnerships* and *Resource Mobilization*.

Of the additional topics suggested for future workshops, only three topics were mentioned more than twice: environmental requirements/compliance, branding and marking and how to collect, analyze and report on data. Other suggestions included human resource management, ethics, and fundraising with non-USAID donors.

Regarding the workshop structure and approach, participants most-often recommended the following *not* change: method of delivery, participatory learning, content, and facilitators/team. However, participants overwhelmingly asked that the total amount of time allotted for the workshop be increased.

Although few other specific recommendations for change were repeated more than once, other suggestions included stricter timekeeping, disseminating materials prior to the workshop, and shortening the length each workshop day.

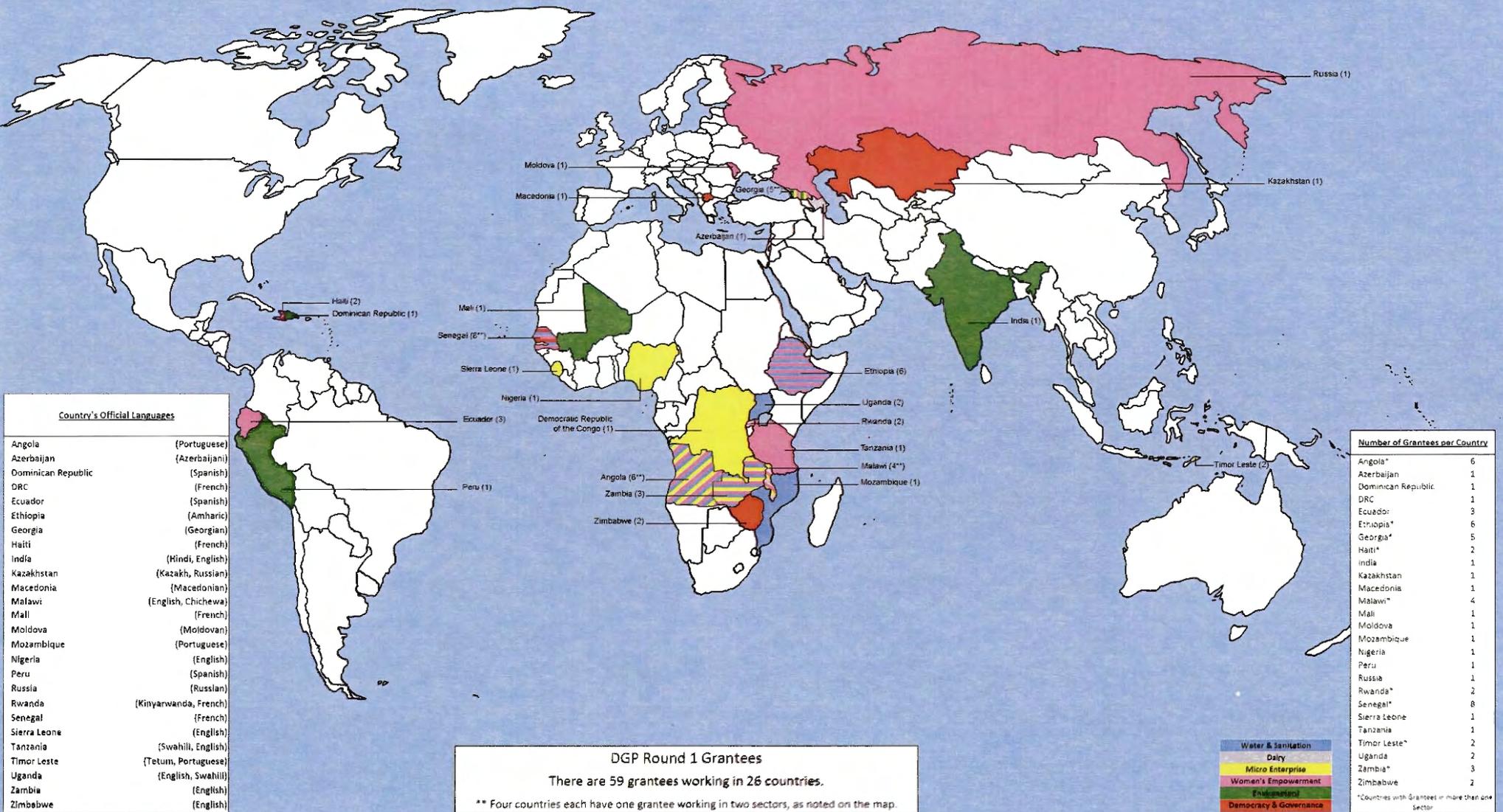
Noteworthy among responses to the question about unexpected learning was that both AOTRs and grantees highly valued the opportunity to build and strengthen relationships based on a shared body of knowledge and a common understanding of how to move forward to maximize the possibilities provided by DGP.

As mentioned above, following each workshop, we used the feedback and data refine the agenda and materials for each subsequent workshop.

Selected Participant Comments

- "I learned that it is indispensable to consult with [my] AOTR."*
– DIMP Quito grantee
- "If I use the tools they gave me [at the workshop], I will have a good project."*
– DIMP Quito grantee
- "The workshop helped me put in perspective the most important elements of a good proposal, data collection, analysis, and reporting."*
– DIMP Quito grantee
- "The training was great, and it satisfied all my expectations."*
– DIMP Kiev grantee
- "You all did an excellent job. Congratulations on both contents and logistics!"*
– DIMP Pretoria grantee
- "Financial reporting and cost share [were the most useful sessions to me], I needed more clarification and I got it... I needed more knowledge and the session provided that."*
– DIMP Pretoria grantee
- "[I learned that the] US government is really interested in the needs of the grantees."*
– DIMP Pretoria grantee
- "[I learned that] USAID/DGP is extremely accessible and will be helpful to us after this workshop."*
– DIMP Kampala grantee
- "I enjoyed everything! Your team is friendly, accommodating and so knowledgeable. I am excited to go back to Gulu [Uganda] and share everything I have learned."*
– DIMP Kampala grantee
- "The lively technique of the facilitators is fabulous and very motivating. It permitted me to understand the Cooperative Agreement."*
– DIMP Dakar grantee
- "[We] need more sessions like this to be organized for us."*
– DIMP Dakar grantee

DGP Round 1 Grantees



Country's Official Languages	
Angola	(Portuguese)
Azerbaijan	(Azerbaijani)
Dominican Republic	(Spanish)
DRC	(French)
Ecuador	(Spanish)
Ethiopia	(Amharic)
Georgia	(Georgian)
Haiti	(French)
India	(Hindi, English)
Kazakhstan	(Kazakh, Russian)
Macedonia	(Macedonian)
Malawi	(English, Chichewa)
Mali	(French)
Moldova	(Moldovan)
Mozambique	(Portuguese)
Nigeria	(English)
Peru	(Spanish)
Russia	(Russian)
Rwanda	(Kinyarwanda, French)
Senegal	(French)
Sierra Leone	(English)
Tanzania	(Swahili, English)
Timor Leste	(Tetum, Portuguese)
Uganda	(English, Swahili)
Zambia	(English)
Zimbabwe	(English)

Number of Grantees per Country	
Angola*	6
Azerbaijan	1
Dominican Republic	1
DRC	1
Ecuador	3
Ethiopia*	6
Georgia*	5
Haiti*	2
India	1
Kazakhstan	1
Macedonia	1
Malawi*	4
Mali	1
Moldova	1
Mozambique	1
Nigeria	1
Peru	1
Russia	1
Rwanda*	2
Senegal*	8
Sierra Leone	1
Tanzania	1
Timor Leste*	2
Uganda	2
Zambia*	3
Zimbabwe	2

*Countries with Grantees in more than one Sector

DGP Round 1 Grantees
 There are 59 grantees working in 26 countries.
 ** Four countries each have one grantee working in two sectors, as noted on the map.

Quito DIMP Workshop 13-16 October 2009
Agenda

Purpose of the workshop: To improve the capacity of grantees to plan and implement USAID-funded activities.

Objectives: By the end of this DIMP workshop, participants will be able to:

1. Prepare, refine, finalize a performance management plan (PMP): including objectives, indicators, baselines and targets;
2. Prepare Annual Work Plans as Life of Project (LOP) activity charts; and
3. Prepare required performance reports and quarterly Financial Reports (for example, SF-269).

Propósito del taller: Mejorar la capacidad de los donatarios a planificar e implementar actividades financiadas por USAID.

Objetivos: Al terminar el taller, los participantes podrán:

1. Preparar, refinar, finalizar un plan de manejo de desempeño (PMD), incluyendo objetivos, indicadores, líneas de base y metas;
2. Preparar Planes Anuales de Trabajo como tablas de actividades para la vida del proyecto;
3. Preparar los informes requeridos de desempeño e Informes Financieros trimestrales (por ejemplo, SF-269).

Day 1: Tuesday – 13 October 2009		Día 1: Martes, 13 de octubre de 2009	
8:00 – 9:00	Registration/Pre-workshop assessment Participants will be given the assessment to fill out and hand in by 11 am.	Inscripción/Evaluación Previa Se les dará a los participantes una hoja de evaluación a llenar y entregar.	
9:00 – 9:20	Welcome & Introductions Opening by Adele Liskov, PVC Division Chief; introduction of Ellen Leddy, Acting Mission Director; remarks by Adele Liskov; introduction of Barney Singer, Tom Carter, Joan Goodin.	Bienvenida e Introducciones Apertura por Adele Liskov, Jefa de la División de PVC; introducción de Ellen Leddy, Directora Interina de la Misión de USAID; palabras de Adele Liskov; introducción de Tom Carter, Joan Goodin.	
9:20 – 10:20	Agenda & Expectations – Joan Goodin Participant introductions and discussion of the workshop agenda, objectives, ground rules and expectations.	Programa y Expectativas – Joan Goodin facilita Introducciones de participantes y discusión del programa del taller, los objetivos, las reglas y sus expectativas.	
10:30 – 10:45	Overview of CAP Assistance – Barney Singer Explanation of CAP process: organizational assessment as a basis for capacity-building plans agreed to by grantees and Missions.	Explicación de la Asistencia de CAP – Barney Singer Explicación del proceso de CAP: evaluación organizacional como base de planes de fortalecimiento de capacidad acordados por los donatarios y las Misiones.	
10:45 – 11:00	Coffee Break	Refrigerio	
11:00 – 12:00	Understanding Your Cooperative Agreement – Barney Singer Plenary session to walk participants through Cooperative Agreements, emphasizing key concepts such as deliverables and “substantial involvement.”	Comprendiendo el Acuerdo de Cooperación – Barney Singer Sesión plenaria para revisar con los participantes sus Acuerdos de Cooperación, enfatizando conceptos claves tales como “participación sustancial.”	
12:00 – 1:00	Lunch	Almuerzo	
1:00 – 3:00	The Whys of Performance Management and a Plan to Do It (PMP) – Jerry Harrison-Burns Plenary session on origins of Performance Management, ADS definitions for development hypothesis, results framework, indicators (60 min). Guided analysis in plenary of PMP case to identify potential research issues (30 min). Introduction to Small Group Task and start task (30 min).	Las Razones para el Manejo de Desempeño y un Plan para Hacerlo (PMD) – Jerry Harrison-Burns Sesión plenaria sobre los orígenes de Manejo de Desempeño, definiciones del ADS para una hipótesis de desarrollo, un marco de resultados, indicadores. (30 min) Análisis guiado el plenaria de un caso de PMD para identificar temas posibles de investigación (30 min) Introducción de la Tarea de los Grupos de Trabajo e inicio de la tarea (30 min).	

Day 1: Tuesday – 13 October 2009		Día 1: Martes, 13 de octubre de 2009	
3:00 – 3:15	Working Coffee Break	Refrigerio mientras que se trabaja	
3:15 – 5:00	The Whys of Performance Management and a Plan to Do It <i>continuación</i> Small Group Task (analysis) of PMP case for identification of issues to research and decisions to make (45 min). Report out (20 min). Plenary discussion of problem definition theory and application to developing a Results Framework with indicators, baselines, targets for “problem” volunteered from group (40 min).	Las Razones para el Manejo de Desempeño y un Plan para Hacerlo <i>continuación</i> Grupos de Trabajo analizan el caso del PMD para identificar temas de investigación y las decisiones que hay que tomar. (45 min) Informes de los grupos (20 min) Discusión en plenaria de la teoría de definición de un problema y aplicación al desarrollo de un Marco de Resultados con indicadores, línea de base, metas para un “problema” ofrecido voluntariamente desde el grupo (40 min).	
5:00 – 6:00	The Importance of Client Feedback and Participatory Practices – Joan Goodin Plenary discussion about relations and communication with constituents and how feedback loops contribute to successful project management. A model for participatory project monitoring is provided.	La Importancia de Retroalimentación de los Clientes y las Prácticas Participativas – Joan Goodin Discusión en plenaria de las relaciones y comunicación con los beneficiarios y cómo el proceso de retroalimentación contribuye al manejo exitoso de los proyectos. Se proporciona un modelo para el monitoreo participativo de sus proyectos.	
6:00 – 6:15	Wrap up Day 1	Resumen del Día 1	

Day 2: Wednesday, 14 October 2009		Día 2: Miércoles, 14 de octubre de 2009	
8:30 – 8:45	Comments and Questions from Previous Day	Comentarios y Dudas del Día Anterior	
8:45 – 10:00	Building a Development Hypothesis (Results Framework – RF) – Jerry Harrison-Burns Small group application of how to develop a Results Framework based on a problem volunteered from participants (45 min). Small group report out (15 min). Assign task and AOTR/grantee roles for grant RF (15 min).	Construyendo una Hipótesis de Desarrollo (Marco de Resultados – MR) – Jerry Harrison-Burns Aplicación en grupos de trabajo para el desarrollo de un MR para el problema ofrecido por los grupos (45 min) Informes de los grupos (15 min) Asignar una tarea y roles de los AOTR y donatarios para el MR del proyecto (15 min).	
10:00 –10:15	Coffee Break	Refrigerio	
10:15 –12:00	Grant Development Hypothesis – Jerry Harrison-Burns Individual grantees apply 7 questions to building a Results Framework with indicators, baselines and targets for grant (105 min).	Hipótesis del Desarrollo de la Donación – Jerry Harrison-Burns Los donatarios aplican las 7 preguntas a la construcción de un MR con indicadores, líneas de base y metas para los proyectos (105 min).	
12:00 – 1:00	Lunch	Almuerzo	
1:00 – 2:30	Grant Development Hypothesis <i>continuación</i> Individual grantees apply 7 questions to building a Results Framework with indicators, baselines and targets for grant (45 min). Report out and feedback from AOTRs (45 min).	Hipótesis del Desarrollo de la Donación <i>continuación</i> Las organizaciones donatarias aplican las 7 preguntas al MR con indicadores, líneas de base y metas para el proyecto (45 min). Informes y retroalimentación de los AOTR (45 min).	
2:30 – 3:45	Selecting Good Performance Indicators – Jerry Harrison-Burns Review of definitions, indicator standards, levels, types of indicators (30 min). Forced choice exercise to apply the standards to indicator selection (30 min). Task assignment to evaluate grant indicators (5 min). Application of standards to grant indicators (15 min).	Selección de Buenos Indicadores de Desempeño – Jerry Harrison-Burns Repaso de definiciones, estándares de indicadores, niveles, tipos de indicadores (30 min). Ejercicio de selección forzada para aplicar los estándares a la selección de indicadores. (30min). Tarea asignada para evaluar los indicadores de la donación (5 min). Aplicación de los estándares a los indicadores de la donación (15 min).	

Day 2: Wednesday, 14 October 2009 Día 2: Miércoles, 14 de octubre de 2009		
3:45 – 4:00	Working Coffee Break	Refrigerio mientras que se trabaja
4:00 – 4:30	Selecting Good Performance Indicators – Jerry Harrison-Burns <i>continuación</i> Application of standards to grant indicators (20 min). Report out (10 min).	Selección de Buenos Indicadores de Desempeño – Jerry Harrison-Burns <i>continuación</i> Aplicación de los estándares a los indicadores de la donación (20 min). Informes (10 min).
4:30 – 5:30	Completing the Performance Indicator Reference Sheet (PIRS) – Jerry Harrison-Burns Review instructions for completion of a PIRS (20 min). Apply them to one of their grant indicators (40 min).	Llenando la Hoja de Indicador – Jerry Harrison-Burns Revisar las instrucciones para llenar la Hoja (20 min). Aplicarlas a uno de los indicadores de la donación (40 min).
5:30 – 5:45	Wrap up day 2	Resumen del día 2

Day 3: Thursday – 15 October 2008 Día 3: 15 de octubre de 2009		
8:30 – 8:45	Comments and Questions from Previous Day	Comentarios y Dudas del Día Anterior
8:45 – 9:45	Completing the Performance Indicator Reference Sheet (PIRS) – Jerry Harrison-Burns Apply the PIRS instructions to another of their Grant indicators (50 min). Question and answer session on PIRS (10 min).	Llenando la Hoja de Indicador – Jerry Harrison-Burns Aplicación de las instrucciones de la Hoja a los indicadores de sus donaciones (50 min). Sesión de preguntas y respuestas sobre la Hoja (10 min).
9:45 – 10:00	Coffee Break	Refrigerio
10:00 – 12:30	Linking Annual Workplans to Indicators – Jerry Harrison-Burns Plenary discussion of indicator Workplan Matrix with example. (30 min). Apply the Matrix to indicators for each grant in small groups (90 min).	Vinculando los Planes Anuales de Trabajo con los Indicadores – Jerry Harrison-Burns Discusión en plenaria de la Matriz de Indicadores del Plan de Trabajo con ejemplo. (30 min). Aplicación en grupos de trabajo de la Matriz a los indicadores para cada donación (90 min).
12:30 – 1:30	Lunch	Almuerzo
1:30 – 3:30	Setting Baselines and Targets – Jerry Harrison-Burns Plenary discussion of considerations in defining baselines and setting targets (30 min). Participants use the Indicator Workplan Matrix of activities over time against indicators and set targets accordingly for each grant (75 min). Introduce Summary Data Table to record targets in plenary (15 min).	Fijando Líneas de Base y Metas – Jerry Harrison-Burns Discusión en plenaria de lo que hay que considerar al definir líneas de base y fijar metas. (30 min). Los participantes usan la Matriz de Indicadores del Plan de Trabajo de actividades a lo largo del tiempo contra los indicadores y fijan metas para cada donación (75 min). Introducción en plenaria de la Tabla de Resumen de los Datos para registrar metas (15 min).
3:30 – 3:45	Coffee Break	Refrigerio
3:45 – 4:45	Setting Baselines and Targets – <i>continuación</i> Refine workplan activities over time for individual indicators to set targets (45 min). Report out in plenary (15 min).	Fijando Líneas de Base y Metas – <i>continuar</i> Trabajando en las actividades del plan de trabajo a lo largo del tiempo para los indicadores individuales para fijar metas. (45 min). Informes en plenaria (15 min).
4:45 – 5:00	Wrap up day 3 Pulling it all together in a PMP	Resumen del día 3 Juntándolo todo en un PMD

Day 4: Friday – 16 October 2009		Día 4: 16 de octubre de 2009	
8:30 – 8:45	Comments and Questions from Previous Day	Comentarios y Dudas del Día Anterior	
1:30 – 2:30	USAID Standard Provisions – Gabriela Salazar Applicable USG provisions will be covered, including USAID-specific regulations. The session will focus on mandatory provisions for US and nonUS NGOs, along with the “required as applicable” provisions for both.	Provisiones Estándares de USAID – Gabriela Salazar Se cubrirán todas las provisiones del Gobierno de EE.UU. que se aplican a los donatarios, incluyendo las regulaciones específicas de USAID. La sesión se focalizará en las provisiones obligatorias para las ONGs de EE.UU. y otras, junto con las provisiones requeridas para todos.	
8:45 – 10:00	Financial Management & Reporting – Gabriela Salazar Topics will include SF 269 and 270 forms, budget tracking, obligations, financial reporting, accruals and financial modifications.	Administración e Informes Financieros – Gabriela Salazar Los temas incluirán los formularios del SF 269 y 270, el monitoreo presupuestario, las obligaciones, los informes financieros, gastos devengados y modificaciones financieras.	
10:00 – 10:15	Coffee Break	Refrigerio	
10:15 – 11:30	Cost Principles of USAID Cooperative Agreements – Gabriela Salazar The session will focus on cost principles essential to implement a project including A-122 requirements, maintenance of proper source documentation, and audit requirements (A-133).	Principios de Costos de los Acuerdos de Cooperación – Gabriela Salazar Esta sesión se focalizará en los principios de costos esenciales para la implementación de un proyecto, incluyendo el A-122, el mantenimiento de documentación correcta de fuentes, y los requisitos de auditoría (A-133).	
12:30 – 1:30	Lunch	Almuerzo	
11:30 – 12:30	USAID Procurement Procedures – Gabriela Salazar This session will cover rules and regulations regarding procurement (45 CFR 74) including competitive bidding, documentation, ineligible goods and services. Different scenarios will be presented for the participants to consider in light of these and other regulations.	Procedimientos de Adquisición de USAID – Gabriela Salazar Esta sesión cubrirá las reglas y regulaciones relacionadas con la obtención de cosas (45 CFR 74), incluyendo licitaciones competitivas, documentación, bienes y servicios ineligibles. Se presentarán diferentes escenarios para la consideración de los participantes a la luz de estas y otras regulaciones.	
2:30 – 2:45	Coffee Break	Refrigerio	
2:45 – 3:30	Principles of Cost-Sharing and Public Private Partnerships – Jim Borger of USAID/ODP/PVC	Principios de Compartir Costos y Partnerships Públicos-Privados – Jim Borger de USAID/ODP/PVC	
3:30 – 4:00	Building Blocks of Success – Barney Singer A session that emphasizes the why and how of integrating program, finance, administration and M&E. Also, will address how to involve staff in the process of institutional strengthening and change and what the next steps are post-workshop.	Componentes Básicos de Exito – Barney Singer Una sesión que enfatiza el porqué y el cómo de la integración de las áreas de programación, finanzas, administración y monitoreo y evaluación. También se hablará de cómo involucrar al personal en el proceso de fortalecimiento y cambio institucional y los próximos pasos después del taller.	
4:00 – -4:30	Post-workshop survey and evaluation administered	Administración de la evaluación pos-taller	
4:30 – 5:00	Workshop Wrap Up & Closing Ceremony Conferring of Workshop Completion Certificates	Final del Taller y Ceremonia de Clausura Otorgamiento de Certificados de Participación en el Taller	

Quito DIMP Workshop 13-16 October 2009
Participant Pre/Post Knowledge Results
SUMMARY
Questions 2-23 Multiple Choice or True/False

	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions include:		Q4: Provisions as Applicable include:		Q5: To comply with Anti-Terrorist Financing provisions, I am required to obtain CVs from any potential consultant.		Q6: Substantial Involvement by USAID typically includes:		Q7: Which of the following need to be documented in a modification of your Cooperative Agreement?		Q8: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Total Correct Answers	6	12	1	0	0	0	2	1	9	12	5	7	11	12
Perc. Correct Answers	50%	100%	8%	0%	0%	0%	17%	8%	75%	100%	42%	58%	92%	100%

	Q9: The three main phases of setting up an M&E system include:		Q10: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.		Q11: Evaluation is the comparison of actual project impacts against agreed upon strategic objectives.		Q12: An annual work plan identifies program activities and timelines for the coming year.		Q13: A Results Framework is used for:		Q14: A Results Framework outlines:		Q15: A good objective statement should:		Q16: A Development Hypothesis is:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Total Correct Answers	0	0	12	12	0	0	12	8	11	9	9	8	5	9	3	4
Perc. Correct Answers	0%	0%	100%	100%	0%	0%	100%	67%	92%	75%	75%	67%	42%	75%	25%	33%

	Q17: The form you typically need to submit to request an advance is the:		Q18: The form you typically need to submit to report program income is the:		Q19: Deliverables typically required under your Cooperative Agreement include:		Q20: The following is included in a SF 269 financial report:		Q21: Procurement is the process of acquiring which of the following:		Q22: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q23: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Total Correct Answers	5	11	4	4	2	2	6	12	10	12	1	0	0	7
Perc. Correct Answers	42%	92%	33%	33%	17%	17%	50%	100%	83%	100%	8%	0%	0%	58%

Quito DIMP Workshop 13-16 October 2009
Participant Pre/Post Knowledge Results
Questions 2-23 Multiple Choice or True/False

Participant Number	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions include:		Q4: Provisions as Applicable include:		Q5: To comply with Anti-Terrorist Financing provisions, I am required to obtain CVs from any potential consultant.		Q6: Substantial Involvement by USAID typically includes:		Q7: Which of the following need to be documented in a modification of your Cooperative Agreement?		Q8: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	n/a	f	n/a	f	n/a	f	F	T	f	f	f	f	e	e
2	f	f	f	f	f	f	T	T	f	f	f	f	e	e
3	n/a	f	n/a	f	n/a	f	T	T	f	f	a	e	bc	e
4	f	f	f	f	f	f	T	T	e	f	d	f	e	e
5	f	f	f	f	f	f	T	T	f	f	f	e	e	e
6	d	f	f	f	f	f	T	T	f	f	f	e	e	e
7	d	f	f	f	f	f	F	F	f	f	e	f	e	e
8	f	f	f	f	f	f	T	T	d	f	e	e	e	e
9	f	f	f	f	f	f	T	T	f	f	e	e	e	e
10	e	f	e	f	f	f	T	T	e	f	e	f	e	e
11	f	f	f	f	f	f	T	T	f	f	e	e	e	e
12	d		f		f		T		f		f		e	
13		f		f		f		T		f		e		e
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Total Correct Ans.	6	12	1	0	0	0	2	1	9	12	5	7	11	12
Perc. Correct Ans.	50%	100%	8%	0%	0%	0%	17%	8%	75%	100%	42%	58%	92%	100%

Participant Number	Q9: The three main phases of setting up an M&E system include:		Q10: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.		Q11: Evaluation is the comparison of actual project impacts against agreed upon strategic objectives.		Q12: An annual work plan identifies program activities and timelines for the coming year.		Q13: A Results Framework is used for:		Q14: A Results Framework outlines:		Q15: A good objective statement should:		Q16: A Development Hypothesis is:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	c	e	T	T	T	T	T	T	g	g	g	g	g	g	f	f
2	b	b	T	T	T	T	T	T	g	g	g	g	g	g	f	f
3	ab	n/a	T	T	T	T	T	F	ab	g	g	e	b	b	a	a
4	e	b	T	T	T	T	T	T	g	g	g	g	g	g	i	f
5	e	b	T	T	T	T	T	T	g	b	g	g	c	g	d	d
6	e	d	T	T	T	T	T	T	g	g	g	f	c	f	d	g
7	e	n/a	T	T	T	T	T	T	g	f	g	g	g	g	i	d
8	n/a	a	T	T	T	T	T	F	g	g	f	g	f	g	g	h
9	e	b	T	T	T	T	T	F	g	g	g	g	f	g	f	dh
10	b	b	T	T	T	T	T	T	g	f	f	e	g	g	h	i
11	e	n/a	T	T	T	T	T	F	g	g	f	g	f	g	g	h
12	e		T		T		T		g		g		c		d	
13		b		T		T		T		g		e		d		f
Total Respondents	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Total Correct Ans.	0	0	12	12	0	0	12	8	11	9	9	8	5	9	3	4
Perc. Correct Ans.	0%	0%	100%	100%	0%	0%	100%	67%	92%	75%	75%	67%	42%	75%	25%	33%

Participant Number	Q17: The form you typically need to submit to request an advance is the:		Q18: The form you typically need to submit to report program income is the:		Q19: Deliverables typically required under your Cooperative Agreement include:		Q20: The following is included in a SF 269 financial report:		Q21: Procurement is the process of acquiring which of the following:		Q22: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q23: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	n/a	b	n/a	a	d	f	n/a	e	e	e	a	a	d	d
2	n/a	a	n/a	b	f	f	n/a	e	e	e	a	a	a	d
3	a	b	c	a	f	f	e	e	e	e	a	e	d	d
4	c	b	a	a	f	f	e	e	e	e	a	a	d	d
5	b	b	n/a	b	f	f	e	e	c	e	ac	a	e	c
6	b	b	a	b	f	d	e	e	e	e	ac	a	e	c
7	c	b	a	a	f	f	e	e	e	e	a	a	b	d
8	n/a	b	n/a	n/a	f	f	n/a	e	e	e	a	a	n/a	c
9	b	b	a	b	f	f	n/a	e	e	e	a	a	n/a	c
10	b	b	c	c	d	d	a	e	e	e	b	a	b	c
11	n/a	b	n/a	n/a	f	f	n/a	e	e	e	a	a	b	c
12	b		n/a		f		e		c		ac		e	
13		b		b		f		e		e		a		c
Total Respondents	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Total Correct Ans.	5	11	4	4	2	2	6	12	10	12	1	0	0	7
Perc. Correct Ans.	42%	92%	33%	33%	17%	17%	50%	100%	83%	100%	8%	0%	0%	58%

Quito DIMP Workshop 13-16 October 2009
Participant Pre/Post Self-Efficacy Results

	1		2		3		4		5		# of answers	
	Pre	Post	Pre total	Post total								
1. Complete a financial status report	12		6	12	12	15	3		3	9	36	36
2. Complete an advance request	6	3	9	6	9	15		3	12	9	36	36
3. Write a Performance Management Plan (PMP)	15	6		9	9	6		3	12	12	36	36
4. Write a Request for Quotation (RFQ) for the procurement of a good or a service	9	9	3		12	18	3		9	9	36	36
5. Create a Results Framework (RF)	9	3	3	6	9	12	9	6	6	9	36	36
6. Write a Life of Project (LOP) activity plan	6		6	9	6	6	9	6	9	12	36	33
Totals	57	21	27	42	57	72	24	18	51	60		

**Quito DIMP Workshop 13-16 October 2009
Participant Evaluation—Verbatim Responses**

Question 1: Specific Examples Participant Learning

- How to establish indicators, baselines and targets (IIII)
- How to formulate a work plan that is much more realistic and effective
- How to construct a development hypothesis (II)
- How to construct a PMP (II)
- USAID procurement policies and regulations
- Cost share (II)
- How to complete a PIRS
- It is indispensable to consult with the AOTR (II)
- Useful tools and resources offered by CAP
- What CAP can do to help grantees
- Understanding my Cooperative Agreement letter, its components and our organization's obligations (III)
- Main rules and procedures for managing our USAID grant (II)
- Genesis, scope, objective of the DGP
- How to do financial reports; key rules on eligible expenses (II)

Question 18: Most Useful Sessions

- Building a Development Hypothesis/How to Create a Results Framework (II)
- Selecting Good Performance Indicators (IIII)
- Completing the PIRS (II)
- Linking Annual Work Plans to Indicators (III)
- USAID Standard Provisions (I)
- Financial Management and Reporting (II)
- USAID Procurement Procedures (III)

Question 19: Least Useful Sessions

- USAID Standard Provisions (I)
- USAID Procurement Procedures (I)
- Building a Development Hypothesis(I)

Question 20: Additional Suggestions

- More practice and exercises
- Space and time for each participating organization to present itself
- In the financial part, emphasize the devolution of the VAT
- Building a complete log frame
- Assessment and improvement of financial system
- Marking and branding

Question 21: Most Useful Activities

- Analysis in small groups of a case study of the PMP (IIII)
- Debate about participatory practices(I)
- Completing the PIRS (I)
- Small group work developing a results framework, allowed us to better shape and master our log frame (III)
- Small group work applying a work plan matrix to our indicators (IIII)
- USAID procurement exercises (II)
- Financial management and Reporting (III)
 - “To me this is the most important aspect of the Cooperative Agreement with USAID and most fraught with potential pitfalls”

Question 23: Unexpected Learning

- About the PMP
- The relationship with the AOTR is everything. If it is bad it doesn't matter how good the plans and tools are
- New tools for planning
- The PIRS (III)
- Financial Reporting Requirements (IIII)
- Better understanding of the DGP
- USAID Standard Provisions, requirements and processes
- Importance of participatory monitoring

Question 24: Things NOT to Change

- How to develop a PMP
- The order of the sessions
- The practical exercises
- The content (II)
- The participatory format; the dynamic between the trainers and participants (III)
- PowerPoint presentations; exercises; supporting material
- Group exercises
- The daily schedule
- The combination of theoretical presentations with practical activities

Question 25: Things TO Change

- More time is needed; add another day (III)
- PMP case study and examples should be simpler. It is a bit too abstract now
- More time could be spent analyzing the cases of each partner
- Send the material for review before the workshop
- Give us more examples with challenges; more stories of good projects, bad projects.
- The same project/case study should be used for all exercises. In this way, participants could have a model to follow.
- More practical financial exercises, especially on procurement and financial management
- Priority should be given to the methodology of small groups
- Reduce the time for theoretical presentations
- Improve the translation of the materials
- Add more group exercises on

Final Comments

"I consider it valuable that the organizations (USAID/CAP) dedicated time for training and that this was required because, on occasion, there is no training or, we are not interested in taking time for it. I believe that this improves the quality of the organizations."

"When reviewing the indicators I discovered that I had to improve them—add some new activity or eliminate some. That is, I learned to improve the relationship between impact and activity."

"Congratulations. You have a good team that we hope will continue to support this group of organizations with little experience in the management of activities with USAID financing. For this reason, I believe it useful to include models of certain documents that appear to be too complicated."

"I believe that it was all good. Thank you. Great training team, very warm and agreeable."

"It was very valuable. It permits us to be more professional in our work, more concrete and effective."

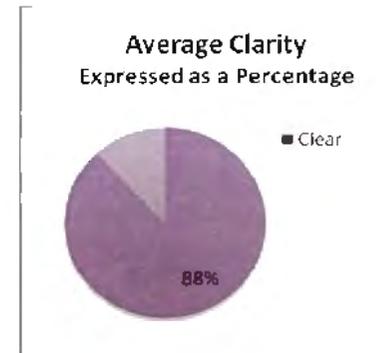
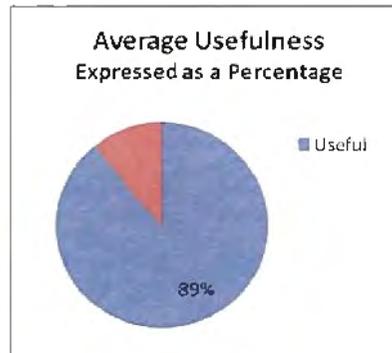
"Requiring participants to know their Cooperative Agreement, including the Standard Provisions, that could make this session more agile."

"The workshop was of great personal value, very clear."

Quito DIMP Workshop 13-16 October 2009
Participant Evaluation—Quantitative Responses
SUMMARY

<i>Total Quito Responses</i>		
	Useful	Clear
Average	4.46	4.41
Minimum	3.9	3.9
Maximum	4.7	4.8

Rated on 1 to 5 scale (1=low, 5=high)



	Session 2: Overview of CAP Assistance		Session 3: Understanding Your Cooperative Agreement		Session 4: The Whys of Performance Management and a Plan to Do It		Session 5: Importance of Client Feedback & Participatory Practices		Session 6: Building a Development Hypothesis		Session 7: Grant Development Hypothesis		Session 8: Selecting Good Performance Indicators		Session 9: Completing Performance Indicator Reference Sheet (PIRS)	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Aver.	4.4	4.6	4.7	4.8	4.5	4.5	4.5	4.6	4.5	4.2	4.2	4.2	4.7	4.6	4.7	4.4

	Session 10: Linking Annual Work Plans to Indicators		Session 11: Setting Baselines and Targets		Session 12: USAID Standard Provisions		Session 13: Financial Management & Reporting		Session 14: Cost Principles of the USAID Cooperative Agreement		Session 15: USAID Procurement Procedures		Session 16: Principles of Cost Sharing and Public Private Partnerships		Session 17: Building Blocks of Success	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Aver.	4.6	4.6	4.6	4.5	4.3	4.2	4.5	4.3	4.4	4.3	4.5	4.1	3.9	3.9	4.3	4.7

Quito DIMP Workshop 13-16 October 2009
Participant Evaluation—Quantitative Responses
Rated on 1 to 5 scale (1=low, 5=high)

Participant Number	Session 2: Overview of CAP Assistance		Session 3: Understanding Your Cooperative Agreement		Session 4: The Whys of Performance Management and a Plan to Do It		Session 5: Importance of Client Feedback & Participatory Practices		Session 6: Building a Development Hypothesis		Session 7: Grant Development Hypothesis		Session 8: Selecting Good Performance Indicators		Session 9: Completing Performance Indicator Reference Sheet (PIRS)	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
1	4	4	5	5	4	4	4	4	4	4	4	4	5	5	5	5
2	5	n/a	4	n/a	n/a	n/a	4	n/a	5	n/a	4	n/a	5	n/a	5	n/a
3	4	4	4	4	4	4	3	3	3	3	3	3	4	4	4	4
4	5	4	5	5	5	4	5	5	5	4	4	4	4	5	5	5
5	4	4	5	5	5	5	5	5	n/a	n/a	5	5	5	5	5	4
6	4	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5
7	3	5	5	5	4	4	n/a	n/a	4	3	3	3	5	3	3	3
8	5	5	5	5	5	5	5	5	5	5	4	4	5	5	5	5
9	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
10	4	4	4	4	3	3	3	3	4	4	4	4	4	4	4	4
11	4	5	4	4	5	5	5	5	4	4	3	3	5	4	5	4
12	5	5	5	5	4	4	5	5	5	4	5	4	4	4	4	4
13	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	4
14	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
15	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	5	5	5	5
Aver.	4.4	4.6	4.7	4.8	4.5	4.5	4.5	4.6	4.5	4.2	4.2	4.2	4.7	4.6	4.7	4.4

Participant Number	Session 10: Linking Annual Work Plans to Indicators		Session 11: Setting Baselines and Targets		Session 12: USAID Standard Provisions		Session 13: Financial Management & Reporting		Session 14: Cost Principles of the USAID Cooperative Agreement		Session 15: USAID Procurement Procedures		Session 16: Principles of Cost-Sharing and Public Private Partnerships		Session 17: Building Blocks of Success		Session 22: "I learned something related to managing my DGP award that will assist me in my work"
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Agree/Disagree
1	5	5	5	5	5	5	5	4	5	4	5	4	3	3	4	5	n/a
2	4	n/a	4	n/a	3	n/a	3	n/a	4	n/a	4	n/a	2	n/a	2	n/a	Agree
3	4	4	4	4	5	4	5	4	5	4	5	4	4	2	5	5	Agree
4	5	5	5	4	4	4	4	5	4	5	4	4	5	5	4	4	Agree
5	5	5	5	5	5	5	5	5	5	5	5	4	4	3	4	4	Agree
6	5	5	5	5	5	4	5	4	4	4	5	5	4	5	4	5	Agree
7	4	4	n/a	n/a	3	3	3	3	4	4	4	3	2	3	n/a	n/a	n/a
8	5	5	5	5	4	4	5	5	4	4	4	4	5	5	5	5	n/a
9	5	5	5	4	5	5	5	5	5	5	5	5	4	4	5	5	n/a
10	4	4	3	3	n/a	n/a	n/a	n/a	n/a	n/a	3	3	4	4	n/a	n/a	Agree
11	4	3	4	4	5	5	5	4	5	4	5	4	4	3	4	4	Agree
12	4	4	4	4	3	3	3	3	3	3	4	3	4	4	4	4	n/a
13	5	5	5	5	4	4	5	4	5	5	5	5	5	5	5	5	n/a
14	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	n/a
15	5	5	5	5	4	4	5	5	4	4	5	5	4	4	5	5	n/a
Aver.	4.6	4.6	4.6	4.5	4.3	4.2	4.5	4.3	4.4	4.3	4.5	4.1	3.9	3.9	4.3	4.7	

**Quito DIMP Workshop 13-16 October 2009
Pre-/Post-Workshop Assessment**

Name: _____

Date: October 13, 2009

What do you hope to learn at this workshop? *(Only on the Pre Workshop Assessment Questionnaire)*

- 1.
- 2.
- 3.

Please circle ONE answer to each of the following questions

A) Understanding the Cooperative Agreement

1. Have you read your entire Cooperative Agreement? Yes No
2. A Cooperative Agreement includes the following:
 - a. Attachment A: Schedule
 - b. Attachment B: Program Description
 - c. Standard Provisions
 - d. Items a and b
 - e. Items a and c
 - f. All of the above
3. Mandatory Standard Provisions include:
 - a. Drug-Free Workplace provisions
 - b. Marking Requirements
 - c. Anti-Terrorist Financing provisions
 - d. Items a and b
 - e. Items a and c
 - f. All of the above
4. Provisions as Applicable include:
 - a. Cost Sharing
 - b. International Air Travel
 - c. Procurement of Goods
 - d. Items a and b
 - e. Items b and c
 - f. All of the above
5. To comply with Anti-Terrorist Financing provisions, I am required to obtain CVs from any potential consultant.
True False

6. Substantial involvement by USAID typically includes:
 - a. USAID approval of annual work plans
 - b. USAID approval of key personnel
 - c. USAID approval of monitoring and evaluation plans
 - d. Items a and b
 - e. Items a and c
 - f. All of the above
7. Which of the following need to be documented in a modification of your Cooperative Agreement?
 - a. Change in the scope of work
 - b. Changes in international air travel
 - c. Change in key personnel
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

B) Participatory Monitoring and Evaluation

8. The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:
 - a. Participation
 - b. Basic Indicators
 - c. Combined Methods for Collecting Data
 - d. Long-Term Process
 - e. All of the above
 - f. None of the above
9. The three main phases of setting up an M&E system include:
 - a. Assessment, Work plan, Implementation
 - b. Design workshop, Data collection, Analysis workshop
 - c. Assessment, Design workshop, Data collection
 - d. Work plan, Implementation, Close out
 - e. All of the above
 - f. None of the above
10. *Monitoring* is the systematic gathering and analysis of information about what you are doing and who you are reaching.

True False
11. *Evaluation* is the comparison of actual project impacts against agreed upon strategic objectives.

True False

C) Performance Management

12. An annual work plan identifies program activities and timelines for the coming year.

True False
13. A Results Framework is used for
 - a. Planning
 - b. Management
 - c. Auditing an organization's finances
 - d. Monitoring specific program outcomes
 - e. Items a, b and c
 - f. Items a, c and d
 - g. Items a, b and d

14. A Results Framework outlines:

- a. Objectives
- b. Intermediate results
- c. Underlying assumptions
- d. Cause-and-effect linkages
- e. Items a, b and c
- f. Items a, c and d
- g. All of the Above

15. A good objective statement should

- a. Have a single focus
- b. Be clear, straightforward
- c. Be results-oriented
- d. Items a and b
- e. Items a and c
- f. Items b and c
- g. All of the above

16. A Development Hypothesis is:

- a. A theory about how a specific development result will be achieved.
- b. A proposed model that suggests a development result.
- c. A way to describe the organization's strategic direction and decision-making process for allocating its resources.
- d. A way to express the causal linkages among contributing problems, which if solved, would cause a specific development result to be achieved.
- e. Items a and c
- f. Items a and d
- g. Items c and d
- h. Items b and d
- i. All of the above

D) Financial Management and Reporting

17. The form you typically need to submit to request an advance is the:

- a. SF-269
- b. SF-1034
- c. SF-272
- d. VAT Report

18. The form you typically need to submit to report program income is the:

- a. SF-269
- b. SF-1034
- c. SF-272
- d. VAT Report

19. Deliverables typically required under your Cooperative Agreement include:

- a. Quarterly performance reports
- b. Quarterly financial reports
- c. Final performance report with success stories
- d. Items a and b
- e. Items a and c
- f. All of the above

20. The following is included in a SF 269 financial report:
- Amount of USG dollars that have been expended to date
 - Amount of advance funds requested
 - Cost share contributed to date
 - All of the USG funding that has been obligated to date
 - All of the above

E) USAID Procurement Procedures

21. Procurement is the process of acquiring which of the following:
- Goods
 - Supplies
 - Services
 - None of the above
 - All of the above
22. You must request approval from the Agreement Officer (AO) before acquiring the following:
- Items that were not listed in the original budget and restricted goods
 - Restricted goods only
 - Items not listed in the original budget only
 - All of items you procure
 - None of the items you procure
23. According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?
- \$100
 - \$1,500
 - \$3,000
 - \$5,000
 - None of the above

F) Experience Managing a USAID Grant

Please rate each item below by circling the appropriate response. Base your responses on your ability to carry out the activity using the following scale:

- A = Have never done this.**
B = Have participated in doing it, but could not do it alone.
C = Could do it alone, but haven't yet.
D = Have done it myself, but could not show others how to do it.
E = Have done it myself AND could show others how to do it.

1	Complete a financial status report	A	B	C	D	E
2	Complete an advance request	A	B	C	D	E
3	Write a Performance Management Plan (PMP)	A	B	C	D	E
4	Write a Request for Quotation (RFQ) for the procurement of a good or a service	A	B	C	D	E
5	Create a Results Framework (RF)	A	B	C	D	E
6	Write a Life of Project (LOP) activity plan	A	B	C	D	E

Quito DIMP Workshop 13-16 October 2009
Workshop Evaluation

Your opinions and honest feedback are important to us, so **PLEASE WRITE CLEARLY.**

Workshop Sessions: In the chart below, you will find the titles of the sessions presented. Each session included a combination of the following components: presentation, slides, reference documents, discussion, activity.

1 Overview of CAP Assistance Explicación de la Asistencia de CAP	9 Linking Annual Work Plans to Indicators Vinculando los Planes Anuales de Trabajo con los Indicadores
2 Understanding your Cooperative Agreement Comprendiendo el Acuerdo de Cooperación	10 Setting Baselines and Targets Fijando Líneas de Base y Metas
3 The Whys of Performance Management and a Plan to Do It Las Razones para el Manejo de Desempeño y un Plan para Hacerlo	11 USAID Standard Provisions Provisiones Estándares de USAID
4 The Importance of Client Feedback and Participatory Practices La Importancia de Retroalimentación de los Clientes y las Prácticas Participativas	12 Financial Management & Reporting Administración e Informes Financieros
5 Building a Development Hypothesis (Results Framework – RF) Construyendo una Hipótesis de Desarrollo (Marco de Resultados – MR)	13 Cost Principles of the USAID Cooperative Agreement Principios de Costos de los Acuerdos de Cooperación
6 Grant Development Hypothesis Hipótesis del Desarrollo de la Donación	14 USAID Procurement Procedures Procedimientos de Adquisición de USAID
7 Selecting Good Performance Indicators Selección de Buenos Indicadores de Desempeño	15 Principles of Cost-Sharing and Public Private Partnerships Principios de Compartir Costos y Partnerships Públicos-Privados
8 Completing the Performance Indicator Reference Sheet (PIRS) Llenando la Hoja de Indicador	16 Building Blocks of Success Componentes Básicos de Éxito

1. Please give up to three specific examples of things you learned from the sessions.

On a scale of 1 to 5, please rate the following items (1 = low, 5 = high)

2. Session 1

Overview of CAP Assistance

Explicación de la Asistencia de CAP

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

3. Session 2

Understanding your Cooperative Agreement

Comprendiendo el Acuerdo de Cooperación

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

4. Session 3

The Whys of Performance Management and a Plan to Do It

Las Razones para el Manejo de Desempeño y un Plan para Hacerlo

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

5. Session 4

The Importance of Client Feedback and Participatory Practices

La Importancia de Retroalimentación de los Clientes y las Prácticas Participativas

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

6. Session 5

Building a Development Hypothesis

(Results Framework – RF)

Construyendo una Hipótesis de Desarrollo

(Marco de Resultados – MR)

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

7. Session 6

Grant Development Hypothesis

Hipótesis del Desarrollo de la Donación

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

8. Session 7

Selecting Good Performance Indicators

Selección de Buenos Indicadores de Desempeño

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

9. Session 8

Completing the Performance Indicator Reference Sheet (PIRS)

Llenando la Hoja de Indicador

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

10. Session 9

Linking Annual Work Plans to Indicators

Vinculando los Planes Anuales de Trabajo con los Indicadores

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

11. Session 10

Setting Baselines and Targets

Fijando Líneas de Base y Metas

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

12. Session 11

USAID Standard Provisions

Provisiones Estándares de USAID

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

13. Session 12

Financial Management & Reporting

Administración e Informes Financieros

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

14. Session 13

Cost Principles of the USAID Cooperative Agreement

Principios de Costos de los Acuerdos de Cooperación

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

15. Session 14

USAID Procurement Procedures

Procedimientos de Adquisición de USAID

- a. This session was useful: 1 2 3 4 5
 b. This session was clear: 1 2 3 4 5

16. Session 15

Principles of Cost-Sharing and Public Private Partnerships

Principios de Compartir Costos y Partnerships Públicos-Privados

- a. This session was useful: 1 2 3 4 5
 b. This session was clear: 1 2 3 4 5

17. Session 16

Building Blocks of Success

Componentes Básicos de Exito

- a. This session was useful: 1 2 3 4 5
 b. This session was clear: 1 2 3 4 5

18. Please tell us the two sessions that were the most useful to you and why:

-
-

19. Please tell us the two sessions that were the least useful to you and why:

-
-

20. If you could add another topic to the workshop, what would it be?

Activities: In the chart below, you will find the titles of the ACTIVITIES associated with various sessions.

Session 1: Completing a Basic Information Sheet for your Cooperative Agreement	Session 9: Small group work applying a work plan matrix to grant indicators
Session 3: Small group analysis of PMP Case Study	Session 10: Small group work setting baselines and targets
Session 4: Discussion of participatory practices	Session 11: Exercise applying the USAID Standard Provisions
Sessions 5 -: Small group work developing a Results Framework (RF)	Session 12: Completing the SF 269 form
Session 7: Exercise evaluating grant indicators	Session 13: Exercise identifying allowable and unallowable costs that require approval from USAID
Session 8: Exercise completing the Performance Indicator Reference Sheet (PIRS)	Session 14: Exercise drafting a Request for Quotation (RFQ)

21. Please tell us which activities were the most useful and why?

-
-
-

Overall: We are looking at ways to improve our workshop. Please answer the following questions:

22. Agree / Disagree:

This week, I learned something (i.e., gained at least one piece of knowledge, a strategy, an understanding of USAID Standard Provisions, etc.) related to managing my award that will assist me in my work.

23. What unexpected things did you learn from being at this workshop? Please be specific.

24. What is one thing about this workshop we should **not** change?

25. What is one thing about this workshop we **must** change?

Please share any other thoughts, ideas, recommendations or feedback not covered by the questions above. Please write clearly so we have your comments! Thank you!

DGP DIMP Quito Workshop**Participant List**

13-16 October 2009

	Country	NGO	First Name	Surname	E-mail
1	Ecuador	Fundación Kimirina	Mónica	Pesantez	monica_pesantez@hotmail.com
2	Ecuador	Fundación Kimirina	Xavier	Pico	fexapiro16@yahoo.com
3	Ecuador	Fundación Kimirina	Carlos	Vallejo	vallejo.karlos@gmail.com
4	Ecuador	Fundación Nuestros Jóvenes	Silvia	Barragán	silviab@informa-t.org.ec
5	Ecuador	Fundación Nuestros Jóvenes	Gloria	Sánchez	glorias@informa-t.org.ec
6	Ecuador	Fundación Nuestros Jóvenes	Verónica	Supliguicha	veronicas@informa-t.org.ec
7	Ecuador	Fundación Nuestros Jóvenes	Yolanda	Tixe	yolandat@informa-t.org.ec
8	Ecuador	Fundación Waaponi	Mayra	Barros	mayadiv_14@hotmail.com
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11	Haiti	BRA	Ulrick	Gaillard	bra@bateyrelief.org
12	Haiti	BRA	Raymond	Thertulien	rther1@gmail.com
13	Haiti	Jurimedia	Abdomel	Doudou	dabdonel73@yahoo.com
14	Haiti	Jurimedia	Arsel	Jerome	arsel4real@yahoo.com
15	Haiti	USAID/Haiti	Hubert	Sylney	hsylney@usaid.gov
16	Perú	Mountain Institute	Manuel	Asencios	mascencios@mountain.org
17	Perú	Mountain Institute	Jorge	Rechart	jrecharte@mountain.org
18	Perú	USAID/Ecuador	Víctor	Merino	vmerino@usaid.gov

Kiev, Ukraine

Kiev DIMP Workshop 26-29 October 2009
Agenda

Purpose of the workshop: To improve the capacity of grantees to plan and implement USAID-funded activities.

Objectives: By the end of this DIMP workshop, participants will be able to:

1. Prepare, refine, finalize a performance management plan (PMP): including objectives, indicators, baselines and targets;
2. Prepare Annual Work Plans as Life of Project (LOP) activity charts; and
3. Prepare required performance reports and quarterly Financial Reports.

Цель семинара: Повысить умение получателей грантов планировать деятельность, финансируемую USAID.

Задачи: К концу этого семинара по детальному внедрению и планированию управления (DIMP) участники должны уметь:

1. Подготовить, усовершенствовать и полностью разработать план управления результативностью (PMP), включая цели, показатели, исходные условия и задачи;
2. Подготовить годовые рабочие планы в виде диаграмм деятельности в течении всего проекта (LOP); и
3. Подготовить требуемые отчеты о результативности и ежеквартальные финансовые отчеты.

Day 1: Monday—26 October 2009		
8:00 –9:00	Registration/Pre-Workshop Assessment Participants will be given a pre-workshop assessment to complete.	Регистрация/Предсеминарная оценка Участникам для заполнения дадут формы предсеминарной оценки.
9:00 – 9:20	Welcome & Introductions Opening remarks by Adele Liskov, PVC Division Chief; introduction of Barney Singer, CAP Director; Joan Goodin, CAP Associate Director; Jerry Harrison-Burns M&E Trainer; and Gabriela Salazar, Finance and Compliance Trainer.	Приветствие и вступление Приветственное слово (Адель Лисков, руководитель подразделения государственно-частного сотрудничества (PVC)); вступительное слово (Барни Сингер, директор программ общественных действий (CAP); Джоан Гудин, заместитель директора CAP; Джерри Харрисон-Бернс, инструктор по вопросам мониторинга и оценки (M&E); и Габриела Салазар, инструктор по финансам и вопросам соблюдения, выполнения правовых норм, предписаний закона
9:20 – 9:50	Agenda & Expectations – Joan Goodin Participant introductions and discussion of the workshop agenda, objectives, ground rules and expectations.	Программа и ожидания – Джоан Гудин Знакомство с участниками и обсуждение программы, задач, основных норм и ожиданий семинара.
9:50 – 10:30	Overview of CAP Assistance – Barney Singer Explanation of CAP process: organizational assessment as a basis for capacity-building plans agreed to by grantees and Missions.	Обзор содействия CAP – Барни Сингер Разъяснение процесса CAP: оценка организации как основа создания планов по наращиванию потенциала, согласованных получателями грантов и Миссиями.
10:30 – 10:45	Coffee Break	Перерыв (кофе, чай)
10:45 – 12:00	Understanding Your Cooperative Agreement – Barney Singer Plenary session to walk participants through Cooperative Agreements, emphasizing key concepts such as deliverables and “substantial involvement.”	Понимание Вашего соглашения о сотрудничестве – Барни Сингер Пленарная сессия-ознакомление с соглашением о сотрудничестве. Особое внимание обращено на ключевые понятия типа результаты/ожидаемые результаты и «значимое участие».
12:00 – 1:00	Lunch	Обед

1:00 – 3:00	The Whys of Performance Management and a Plan to Do It (PMP) – Jerry Harrison-Burns Plenary session on model PMP, origins of Performance Management, ADS definitions for development hypothesis, Results Framework (RF), indicators. Plenary discussion of problem definition theory and application to developing a RF with indicators, baselines, targets. Grantees apply 7 key questions to the problem addressed by their Grant Proposals.	Вопросы по управлению результативностью и план организации деятельности (PMP) – Джерри Харрисон-Бернс Пленарная сессия, посвященная модели PMP, происхождению управления результативности, определению автоматизированной системы директив (ADS) гипотезы развития, характеристики результатов (RF), показателей. Пленарное обсуждение проблемы определения теории и применения постановки задач по разработке характеристики результатов с показателями, исходными условиями, задачами. Получатели грантов должны поставить 7 ключевых вопросов к задаче, рассматриваемой их предложениями о гранте.
3:00 – 3:15	Coffee Break	Перерыв (кофе, чай)
3:15 – 5:15	Building a Development Hypothesis (Results Framework – RF) – Jerry Harrison-Burns Continued work on Grantee Results Frameworks.	Разработка гипотезы развития (характеристика результатов – RF) – Джерри Харрисон-Бернс Продолжение знакомства с характеристиками результатов получателей грантов
5:15 – 6:00	The Importance of Client Feedback and Participatory Practices – Joan Goodin Plenary discussion about relations and communication with constituents and how feedback loops contribute to successful project management. A model for participatory project monitoring is provided.	Важность откликов клиентов и практика совместной деятельности – Джоан Гудин Пленарное обсуждение отношений и связи с другими участниками и как обратная связь влияет на успешное управление проектом. Предлагается модель совместного мониторинга проекта.
6:00 – 6:15	Wrap up Day 1	Резюме первого дня

Day 2: Tuesday—27 October 2009		
8:30 – 8:45	Comments and Questions from Previous Day	Комментарии и вопросы по предыдущему дню
8:45 – 10:45	Grant Development Hypothesis – Jerry Harrison-Burns Individual grantees continue building a Results Framework with indicators, baselines and targets for grant.	Гипотеза разработки гранта – Джерри Харрисон-Бернс Отдельные получатели грантов продолжают создавать характеристики результатов с показателями, исходными условиями и задачами гранта.
10:45 – 11:00	Coffee Break	Перерыв (кофе, чай)
11:00 – 12:15	Grant Development Hypothesis continuation Report out and feedback on Grantee Results Frameworks.	Гипотеза разработки гранта (продолжение) Отчетность и обратная связь по характеристикам результатов получателей грантов.
12:15 – 1:30	Lunch	Обед
1:30 – 3:30	Selecting Good Performance Indicators – Jerry Harrison-Burns Review of definitions, indicator standards, levels, types of indicators. Forced choice exercise to apply the standards to indicator selection. Task assignment to evaluate grant indicators. Application of standards to grant indicators. Report out	Отбор качественных показателей результативности/деятельности – Джерри Харрисон-Бернс Ознакомление с определениями, стандарты показателей, уровни, виды показателей. Упражнение вынужденного выбора: применение стандартов к отбору показателей. Задание: оценить показатели гранта. Применение стандартов к показателям гранта. Отчетность.
3:30 – 3:45	Coffee Break	Перерыв (кофе, чай)

3:45 –5:45	Completing the Performance Indicator Reference Sheet (PIRS) – Jerry Harrison-Burns Review instructions for completion of a PIRS. Apply them to a set of their grant indicators. Report out.	Заполнение Контрольного перечня индикаторов эффективности (PIRS) – Джерри Харрисон-Бернс Ознакомление с инструкциям к заполнению PIRS. Их необходимо применять к набору их показателей гранта. Отчетность.
5:45 –6:00	Wrap up day 2	Резюме второго дня

Day 3: Wednesday—28 October 2009		
8:30 – 8:45	Comments and Questions from Previous Day	Комментарии и вопросы по предыдущему дню
8:45 – 10:45	Linking Annual Work plans to Indicators and Setting Baselines and Targets – Jerry Harrison-Burns Plenary discussion of considerations in defining baselines and setting targets. Participants use the Indicator Work Plan Matrix of activities over time against indicators and set targets accordingly for each grant. Introduce Summary Data Table to record targets.	Связь годовых планов работы с показателями и постановка исходных условий и задач – Джерри Харрисон-Бернс Пленарная сессия по определению исходных условий и постановке задач. Участники должны применить матрицу показателей/рабочего плана деятельности, проводимой на протяжении определенного времени, с тем, чтобы соответственным образом определить показатели и установить задачи по отношению к каждому гранту. Ознакомление со сводной таблицей данных для записи задач.
10:45 -11:00	Coffee Break	Перерыв (кофе, чай)
11:00 – 11:30	Foreign Assistance Framework (FAF) – Jerry Harrison Burns Review of FAF and standard indicators. Discussion with Mission representatives on their standard indicator requirement and due dates for Planning and Performance Report (PPR)	Система иностранной поддержки (FAF) – Джерри Харрисон-Бернс Обзор FAF и стандартных показателей. Обсуждение с представителями Миссий их требований к стандартным показателям и сроки подачи отчета о планировании и результативности (PPR)
11:30 – 12:30	Putting the PMP Together – Jerry Harrison-Burns Review of the work done on a PMP by the Grantees against the model PMP introduced at the beginning. Grantees identify what is left to be done.	Составляем PMP – Джерри Харрисон-Бернс Обзор работы по PMP, проделанной получателями грантов на основании модели PMP, которая была представлена в самом начале. Получатели грантов должны определить, что еще осталось сделать.
12:30 – 1:45	Lunch	Обед
1:45 – 3:00	USAID Standard Provisions – Gabriela Salazar Applicable USG provisions will be covered, including USAID-specific regulations. The session will focus on mandatory provisions for US and non-US NGOs, along with the “required as applicable” provisions for both.	Стандартные положения USAID – Габриела Салазар Осмотр применимых положений правительства США, включая положения, непосредственно касающиеся USAID. Эта сессия обращает особое внимание на положения обязательные для американских и неамериканских НПО, а также на положения обязательные для всех НПО в зависимости от ситуации.
3:00 – 3:15	Coffee Break	Перерыв (кофе, чай)

3:15 – 5:45	Financial Management & Reporting – Gabriela Salazar Topics will include SF-269 and 1034 forms, budget tracking, obligations, financial reporting, accruals and financial modifications.	Финансовое управления и отчетность – Габриела Салазар Ознакомление с формами SF-269 и 1034, отслеживанием бюджета, обязательствами, финансовой отчетностью, накоплением капитала и финансовыми изменениями.
5:45 – 6:00	Wrap up day 3	Резюме третьего дня

Day 4: Thursday—29 October 2009		
8:30 – 8:45	Comments and Questions from Previous Day	Комментарии и вопросы по предыдущему дню
8:45 – 10:00	Cost Principles of USAID Cooperative Agreements – Gabriela Salazar The session will focus on cost principles essential to implement a project including A-122 requirements, maintenance of proper source documentation, and audit requirements (A-133).	Принципы себестоимости соглашения о сотрудничестве USAID – Габриела Салазар Эта сессия посвящена принципам себестоимости, которые являются важными для внедрения проекта. Сюда относятся требования A-122, ведение соответствующей исходной документации и аудиторские требования (A-133).
10:00 – 10:15	Coffee Break	Перерыв (кофе, чай)
10:15 – 12:30	USAID Procurement Procedures – Gabriela Salazar This session will cover rules and regulations regarding procurement including competitive bidding, documentation, ineligible goods and services. Different scenarios will be presented for the participants to consider in light of these and other regulations.	Закупочные процедуры USAID – Габриела Салазар Эта сессия знакомит с правилами и положениями, касающимися закупок, включая тендер на конкурсной основе, документацию, непригодные товары и услуги. В свете этих и других положений участникам на рассмотрение будут представлены разные ситуации.
12:30 – 1:45	Lunch	Обед
1:45 – 2:45	Cost Share – Gabriela Salazar This session will define cost share, identify USAID regulations that apply to cost share, determine allowable and unallowable forms of cost share; and explain how to report cost share.	Распределение затрат – Габриела Салазар Эта сессия знакомит с определением распределения затрат, с теми положениями USAID, которые применимы к распределению затрат, определяет разрешимые и неразрешимые формы распределения затрат, а также разъясняет, как отчитываться по распределению затрат.
2:45 – 3:00	Coffee Break	Перерыв (кофе, чай)
3:00 – 3:30	Public Private Partnerships – Jim Borger or GDA Officer	Государственно-частное партнерство – Джим Боргер или сотрудник GDA (Альянс глобального развития)
3:30 – 4:00	Resources and Next Steps in Capacity Building – Barney Singer A demonstration of www.DGPCConnect.Net and discussion of other resources for DGP grantees.	Ресурсы и следующие шаги на пути к наращиванию потенциала – Барни Сингер Демонстрация www.DGPCConnect.Net и ознакомление с другими ресурсами для получателей грантов в рамках программы по получению грантов (DGP).
4:00 – 4:15	Post-Workshop Survey	Опрос по завершению семинара
4:15-4:35	Workshop Wrap Up /Expectations	Резюме семинара/ожидания
4:35-4:50	Workshop Evaluation	Оценка семинара
4:50 – 5:15	Closing Ceremony Conferring of Workshop Completion Certificates	Церемония закрытия Выдача сертификатов об участии в семинаре

Kiev DIMP Workshop 26-29 October 2009
Participant Pre/Post Knowledge Results
SUMMARY
Questions 2-23 Multiple Choice or True/False

	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions include:		Q4: Provisions as Applicable include:		Q5: To comply with Anti-Terrorist Financing provisions, I am required to:		Q6: Substantial Involvement by USAID typically includes:		Q7: Which of the following require a modification of your Cooperative Agreement?		Q8: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	16	16	16	16	16	16	16	16	16	16	16	16	16	16
Total Correct Answers	15	16	8	12	6	13	1	0	12	15	11	8	12	14
Perc. Correct Answers	94%	100%	50%	75%	38%	81%	6%	0%	75%	94%	69%	50%	75%	88%

	Q9: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.		Q10: Evaluation is the comparison of actual project impacts against agreed upon targets. (True/False)		Q11: An annual work plan identifies program activities and timelines for the coming year.		Q12: A Results Framework is used for:		Q13: A Results Framework outlines:		Q14: A good objective statement should:		Q15: The form you typically need to submit to request an advance is:		Q16: The form you typically need to submit to report cost share is:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16
Total Correct Answers	14	16	14	16	15	15	8	11	13	12	11	13	9	9	4	12
Perc. Correct Answers	88%	100%	88%	100%	94%	94%	50%	69%	81%	75%	69%	81%	56%	56%	25%	75%

	Q17: A budget monitor or tracker is a tool that:		Q18: Deliverables typically required under your Cooperative Agreement include:		Q20: The following is included in a SF-269 financial report:		Q21: Procurement is the process of acquiring which of the following:		Q22: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q23: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	16	16	16	16	16	16	16	16	16	16	16	16
Total Correct Answers	8	9	5	13	9	14	14	16	8	11	0	5
Perc. Correct Answers	50%	56%	31%	81%	56%	88%	88%	100%	50%	69%	0%	31%

Kiev DIMP Workshop 26-29 October 2009
Participant Pre/Post Knowledge Results
Questions 2-23 Multiple Choice or True/False

Participant Number	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions include:		Q4: Provisions as Applicable include:		Q5: To comply with Anti-Terrorist Financing provisions, I am required to:		Q6: Substantial Involvement by USAID typically includes:		Q7: Which of the following require a modification of your Cooperative Agreement?		Q8: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	f	f	f	f	f	f	f	f	d	f	d	f	e	e
2	f	f	f	f	f	f	d	f	f	f	e	e	e	e
3	f	f	f	b	f	e	f	d	NA	f	NA	e	NA	b
4	f	f	f	f	d	f	d	f	f	f	f	f	f	e
5	f	f	b	f	e	f	f	f	f	f	e	e	e	e
6	f	f	b	f	e	f	f	f	f	e	e	f	e	e
7	f	f	f	f		f	f	f	e	f	d	f	e	e
8	f	f	f	f	f	f	f	f	f	f	e	a	e	e
9	f	f	b	b	e	f	f	f	f	f	e	e	e	e
10	f	f	b	b	e	f	f	f	f	f	e	e	e	e
11	f	f	f	f	e	f	d	d	e	f	e	d	e	e
12	f	f	f	f	f	f	f	f	f	f	e	e	e	e
13	NA		ac		NA		NA		f		e		acd	
14		f		f		f		f		f		e		e
15	f	f	e	f	f	f	d	f	f	f	f	f	e	e
16	f	f	d	f	a	NA	c	f	f	f	e	e	NA	c
17	f	f	e	f	e	c	f	f	f	f	e	f	e	e
Total Respondents	16	16	16	16	16	16	16	16	16	16	16	16	16	16
Total Correct Ans.	15	16	8	12	6	13	1	0	12	15	11	8	12	14
Perc. Correct Ans.	94%	100%	50%	75%	38%	81%	6%	0%	75%	94%	69%	50%	75%	88%

Participant Number	Q9: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.		Q10: Evaluation is the comparison of actual project impacts against agreed upon targets. (True/False)		Q11: An annual work plan identifies program activities and timelines for the coming year.		Q12: A Results Framework is used for:		Q13: A Results Framework outlines:		Q14: A good objective statement should:		Q15: The form you typically need to submit to request an advance is:		Q16: The form you typically need to submit to report cost share is:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	T	T	T	T	T	T	f	f	g	g	g	g	b	b	c	a
2	T	T	T	T	T	T	d	g	b	e	c	g	b	b	a	a
3	NA	T	NA	T	NA	T	NA	f	NA	g	f	f	b	b	b	a
4	T	T	T	T	T	T	d	g	g	g	g	g	a	ab	NA	ab
5	T	T	T	T	T	T	g	g	g	g	g	g	b	a	b	a
6	T	T	T	T	T	T	g	g	g	e	g	f	b	a	b	b
7	T	T	T	T	T	T	f	f	g	g	g	g	b	b	c	a
8	T	T	T	T	T	T	g	g	g	g	g	g	a	a	a	a
9	T	T	T	T	T	T	g	g	g	g	g	g	b	b	b	a
10	T	T	T	T	T	T	g	g	g	g	g	g	b	b	b	a
11	T	T	F	T	T	F	e	f	g	e	g	g	a	a	c	a
12	T	T	T	T	T	T	g	g	g	g	g	g	a	ab	a	a
13	T		T		T		g		g		f		NA		NA	
14		T		T		T		g		NA		NA		b		ab
15	T	T	T	T	T	T	f	g	g	g	g	g	a	a	NA	a
16	F	T	T	T	T	T	ad	d	e	g	c	g	NA	b	c	c
17	T	T	T	T	T	T	g	g	g	g	f	g	b	b	a	a
Total Respondents	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16
Total Correct Ans.	14	16	14	16	15	15	8	11	13	12	11	13	9	9	4	12
Perc. Correct Ans.	88%	100%	88%	100%	94%	94%	50%	69%	81%	75%	69%	81%	56%	56%	25%	75%

Participant Number	Q17: A budget monitor or tracker is a tool that:		Q18: Deliverables typically required under your Cooperative Agreement include:		Q20: The following is included in a SF-269 financial report:		Q21: Procurement is the process of acquiring which of the following:		Q22: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q23: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	e	e	f	f	e	e	e	e	a	a	d	c
2	d	d	f	f	e	e	e	e	c	c		d
3	e	e	d	f	c	b	e	e		c	a	a
4	d	d	d	f	e	e	e	e	e	a	e	d
5	d	e	e	f	NA	e	e	e	a	d	d	NA
6	d	d	e	f	NA	e	e	e	a	d	d	NA
7	e	e	f	f	e	e	e	e	a	a	b	c
8	e	d	e	f	e	NA	ac	e	a	a	d	d
9	d	d	e	f	e	e	e	e	a	a	d	c
10	d	d	e	f	e	e	e	e	a	a	e	c
11	e	d	f	f	b	e	e	e	NA	a	NA	d
12	e	d	e	d	e	e	ac	e	abc	ab	d	cd
13	d		d		NA		e		b		NA	
14		b		f		e		e		a		d
15	a	a	e	d	e	e	e	e	d	a	a	a
16	e	f	e	e	b	e	e	e	c	a	e	d
17	d	d	f	f	a	e	e	e	a	a	b	c
Total Respondents	16	16	16	16	16	16	16	16	16	16	16	16
Total Correct Ans.	8	9	5	13	9	14	14	16	8	11	0	5
Perc. Correct Ans.	50%	56%	31%	81%	56%	88%	88%	100%	50%	69%	0%	31%

**Kiev DIMP Workshop 26-29 October 2009
Participant Pre/Post Self-Efficacy Results**

		1		2		3		4		5		# of answers	
		Pre	Post	Pre total	Post total								
1	I am able to complete an SF-1034	7	0	2	0	0	2	1	6	2	6	12	14
2	I am able to write a Performance Management Plan (PMP)	3	0	6	0	1	2	2	10	1	2	13	14
3	I am able to create a Results Framework	4	0	2	0	4	1	1	10	2	3	13	14
4	I am able to apply client feedback and participatory practices in my work	3	0	3	0	2	1	4	10	1	3	13	14
5	I am able to write a development hypothesis	4	0	2	0	3	1	3	9	1	4	13	14
6	I am able to select performance indicators for my project	3	0	3	0	2	1	3	9	2	4	13	14
7	I am able to complete a Performance Indicator Reference Sheet (PIRS)	6	0	3	0	2	1	0	8	2	4	13	13
8	I am able to prepare an annual work plan that promotes achievement of a set of indicators	3	0	3	0	1	2	4	6	2	6	13	14
9	I am able to set targets that are appropriate to the baseline and end-of-project indicators	4	0	2	0	1	2	5	10	1	2	13	14
10	I am able to identify USAID standard provisions	3	0	2	1	4	1	2	8	1	4	12	14
11	I am able to identify the cost principles applicable to my Cooperative Agreement	4	0	2	1	2	0	5	10	0	3	13	14
12	I am able to comply with procurement procedures	3	0	2	0	3	1	5	8	0	5	13	14
13	I am able to describe how to generate cost share and how it may be used	4	0	2	0	1	2	4	7	1	5	12	14
14	I am able to describe factors that contribute to the successful Public Private Partnerships	4	0	3	0	3	3	2	9	1	2	13	14
Totals		55	0	37	2	29	20	41	120	17	53		

Kiev DIMP Workshop 26-29 October
Self-Efficacy Percentages based on Low and High Scores

		Pre Test		Post Test	
1	I am able to complete an SF-1034	75%	1,2	86%	4,5
2	I am able to write a Performance Management Plan (PMP)	69%	1,2	86%	4,5
3	I am able to create a Results Framework	46%	1,2	93%	4,5
4	I am able to apply client feedback and participatory practices in my work	46%	1,2	93%	4,5
5	I am able to write a development hypothesis	46%	1,2	93%	4,5
6	I am able to select performance indicators for my project	46%	1,2	93%	4,5
7	I am able to complete a Performance Indicator Reference Sheet (PIRS)	69%	1,2	92%	4,5
8	I am able to prepare an annual work plan that promotes achievement of a set of indicators	46%	1,2	86%	4,5
9	I am able to set targets that are appropriate to the baseline and end-of-project indicators	46%	1,2	86%	4,5
10	I am able to identify USAID standard provisions	42%	1,2	86%	4,5
11	I am able to identify the cost principles applicable to my Cooperative Agreement	46%	1,2	93%	4,5
12	I am able to comply with procurement procedures	38%	1,2	93%	4,5
13	I am able to describe how to generate cost share and how it may be used	50%	1,2	86%	4,5
14	I am able to describe factors that contribute to the successful Public Private Partnerships	54%	1,2	89%	4,5

Kiev DIMP Workshop 26-29 October 2009
Participant Evaluation—Verbatim Responses

Responses to Question 1: Specific Examples of Participant Learning

- Completing PIRS (II)
- Selecting good performance indicators (II)
- Specifics of financial reporting and advance requesting (II)
- How to fill in advance form
- How to fill in financial report
- How to prepare results framework
- Putting the PMP together
- Procurement thresholds
- Agricultural commodities fall under restricted goods
- Waiver requirement for local procurement

Responses to Question 20: Most Useful Sessions

- Financial management and reporting (IIII I)
- How to Select Performance Indicators (IIII)
- Results Framework / Development Hypothesis (III)
- USAID Standard Provisions(III)
- Cost Principles(II)
- The Whys of performance management
- USAID Procurement procedures
- How to operate USG funds in the most effective way
- PMP
- Finance and Procurement
- Results and Session
- Importance of Client Feedback
- PIRS

Responses to Question 21: Least Useful Sessions

- Public private partnerships (IIII II)
- Foreign Assistance framework was not clear enough (II)
- The \$20 bill skit was strange and unclear. Also, the "in your head" analogy had people confused. Spent too much time on that. Find a better way to explain. The sessions was a bit outside the grantee's scope and too long.
- Participatory practices-these NGOs are already at the grassroots level
- Participatory practice
- The session on mobilization of resources was not structured or focused on best practices among attending grantees
- Grant development hypothesis
- I liked the bingo play itself but one negative thing is that participants tend to miss information while searching for boxes
- Principles of Cost Sharing

Responses to Question 22: Additional Suggested Topics

- Work plan development
- Branding and Marking Plan--an entire session would be useful
- Any financial theory and practice and discuss case studies
- Human resources management
- Information about successful project

Responses to Question 23: Most Useful Activities

- PIRS (IIII IIII)
- Cost Principles of USAID Cooperative Agreements (IIII III)
- Financial Management & Reporting (IIII)
- The Importance of Client Feedback and participatory practices (IIII)
- USAID Procurement Procedures (IIII)
- Results Framework (IIII)
- Completing SF-1034 (II)
- Usefulness is as in answer to question 20
- Basic info shared
- All were useful
- The Whys of Performance Management and a Plan to Do It- hands on experience
- Overview of CAP Assistance
- Linking annual work plans to indicators and setting baselines and targets
- USAID Standard Provisions

Responses to Question 25: Unexpected Learning

- Information on allowable costs and other accounting principles
- To stick to a few indicators
- The macro structure that's behind the project and to which objectives we contribute
- About the PMP and its integral importance
- I thought that the inventory was more difficult
- Development hypothesis
- Resources and steps to follow
- All the materials during the training

Responses to Question 26: Things NOT to Change

- Good practice exercises
- Exercises were really useful
- RF, Indicators, Financial part and procurement
- Gabriella is an excellent trainer
- Only enhance participatory/ interactive approach
- AOTRs participation is very important , so please don't change that and make possible every team have a AOTR
- Group work
- Formation of teams according to projects and AOTRs
- Presentations
- Nothing should be changed, you are professionals
- Participation of USAID officers/AOTRs

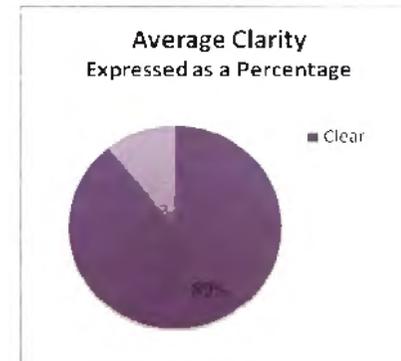
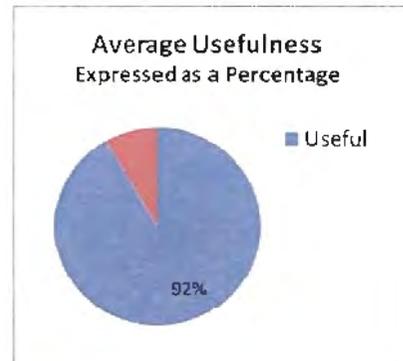
Responses to Question 25: Things TO Change

- I would have made sessions more dynamic and illustrative. During presentations of results frameworks by participants there was a weak facilitation
- There seemed to be a lot of presenters for a 4 day workshop; so it was hard to concentrate on one person for feedback
- Be sure to close the loop on all questions
- Ensure participants that all comments are not to criticize but to provide advice and learn from each other
- Presentation and discussion of the group works on Results Framework was time consuming and poorly facilitated
- More practical exercises/ activities
- Re-think the resources mobilization session
- At the beginning some sessions were too long
- Better to have more practical things
- For AOTRs being the whole 4 days was not reasonable
- The training days were too long
- Having more practice exercises are more useful
- There were too many trainers
- The training was great and it satisfied all my expectations
- Very thank you to Alexander the difficult material of the first two days was perceived because of him. He was paying attention to all Russian speaking participants which made us feel comfortable

Kiev DIMP Workshop 26-29 October 2009
Participant Evaluation—Quantitative Responses
SUMMARY

<i>Total Kiev Responses</i>		
	Useful	Clear
Average	4.58	4.46
Minimum	4	4.1
Maximum	4.9	4.8

Rated on 1 to 5 scale (1=low, 5=high)



	Session 1: Overview of CAP Assistance		Session 2: Understanding Your Cooperative Agreement		Session 3: The Whys of Performance Management and a Plan to Do It		Session 4: Building a Development Hypothesis		Session 5: The importance of Client Feedback and Participatory Practices		Session 6: Grant Development Hypothesis		Session 7: Selecting Good Performance Indicators		Session 8: Completing the Performance Indicator Reference Sheet (PIRS)	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Aver.	4.5	4.4	4.9	4.7	4.7	4.3	4.7	4.4	4.2	4.2	4.2	4.1	4.5	4.2	4.7	4.7

	Session 10: Foreign Assistance Framework (FAF)		Session 11: Putting the PMP Together		Session 12: USAID Standard Provisions		Session 13: Financial Management and Reporting		Session 14: Cost Principles of the USAID Cooperative Agreement		Session 15: USAID Procurement Procedures		Session 16: Principle of Cost Sharing		Session 17: Public Private Partnerships		Session 18: Resources and Next Steps in Capacity Building	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Aver.	4.4	4.1	4.4	4.3	4.9	4.7	4.8	4.8	4.8	4.8	4.9	4.6	4.8	4.7	4.0	4.3	4.5	4.5

Kiev DIMP Workshop 26-29 October 2009
Participant Evaluation—Quantitative Responses
Rated on 1 to 5 scale (1=low, 5=high)

Participant Number	Session 1: Overview of CAP Assistance		Session 2: Understanding Your Cooperative Agreement		Session 3: The Whys of Performance Management and a Plan to Do It		Session 4: Building a Development Hypothesis		Session 5: The importance of Client Feedback and Participatory Practices		Session 6: Grant Development Hypothesis		Session 7: Selecting Good Performance Indicators		Session 8: Completing the Performance Indicator Reference Sheet (PIRS)	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5
2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
3	4	4	4	4	5	5	4	4	5	5	4	4	4	4	5	5
4	4	5	5	4	5	3	5	n/a	3	4	5	3	5	3	5	5
5	5	4	5	3	4	4	5	5	5	4	5	5	5	5	5	5
6	3	3	5	4	5	1	n/a	1	1	3	1	1	3	1	4	4
7	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
8	5	4	5	5	4	4	5	5	3	2	3	3	5	5	5	5
9	5	5	5	5	5	5	5	5	4	4	4	4	5	5	5	5
10	3	3	5	5	n/a	n/a	3	3	2	2	2	2	2	2	4	3
11	5	5	5	5	5	5	5	5	5	5	4	4	5	4	5	5
12	5	5	5	5	4	4	5	5	4	4	5	5	4	4	4	4
13	4	4	5	5	5	5	5	5	5	5	4	4	4	4	4	4
14	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
15	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
16	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
17	4	4	5	5	3	3	3	3	4	4	3	4	4	4	4	4
18	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
19	5	4	5	5	5	4	5	5	4	4	5	5	5	5	5	5
Aver.	4.5	4.4	4.9	4.7	4.7	4.3	4.7	4.4	4.2	4.2	4.2	4.1	4.5	4.2	4.7	4.7

Participant Number	Session 10: Foreign Assistance Framework (FAF)		Session 11: Putting the PMP Together		Session 12: USAID Standard Provisions		Session 13: Financial Management and Reporting		Session 14: Cost Principles of the USAID Cooperative Agreement		Session 15: USAID Procurement Procedures		Session 16: Principle of Cost-Sharing		Session 17: Public Private Partnerships		Session 18: Resources and Next Steps in Capacity Building	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
1	4	4	5	4	5	5	5	5	4	4	5	4	5	4	3	4	4	4
2	4	4	4	4	5	5	5	5	5	5	5	4	4	5	3	4	5	5
3	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	n/a	n/a	5	4	5	4	5	5	5	5	5	4	5	5	n/a	n/a	n/a	n/a
5	5	4	5	5	5	5	5	5	5	5	5	4	5	4	2	2	5	5
6	1	1	1	1	4	4	4	4	4	4	4	4	4	4	2	5	3	4
7	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
8	n/a	n/a	4	4	4	4	4	4	5	5	5	5	5	5	3	3	4	4
9	4	4	5	5	5	4	5	5	5	5	5	5	5	4	5	4	4	2
10	5	4	n/a	n/a	5	4	4	4	5	5	5	4	5	4	4	4	4	3
11	5	4	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
12	5	5	4	4	5	5	5	5	5	5	5	5	5	5	4	5	5	5
13	5	5	4	4	5	5	5	5	5	5	5	5	4	4	4	4	4	4
14	5	4	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5
15	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
16	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
17	3	3	4	4	5	5	5	5	4	4	4	4	5	5	4	4	4	5
18	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
19	5	4	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	5
Aver.	4.4	4.1	4.4	4.3	4.9	4.7	4.8	4.8	4.8	4.8	4.9	4.6	4.8	4.7	4.0	4.3	4.5	4.5

**Kiev DIMP Workshop 26-29 October 2009
Pre-/Post-Workshop Assessment**

Name: _____

Date: October 26, 2009

What do you hope to learn at this workshop? *(Only on the Pre Workshop Assessment Questionnaire)*

- 1.
- 2.
- 3.

Please circle ONE answer to each of the following questions.

A) Understanding the Cooperative Agreement

1. Have you read your entire Cooperative Agreement? Yes No
2. A Cooperative Agreement includes the following:
 - a. Attachment A: Schedule
 - b. Attachment B: Program Description
 - c. Standard Provisions
 - d. Items a and b
 - e. Items a and c
 - f. All of the above
3. Mandatory Standard Provisions relate to:
 - a. Your Cooperative Agreement
 - b. Finance/Procurement/Accounting
 - c. Overall Program Implementation
 - d. Human Resources
 - e. Items a and c
 - f. All of the above
4. Provisions as Applicable include:
 - a. Source/Origin Code
 - b. Requirements for participant training
 - c. Approval of International Air Travel
 - d. Items a and b
 - e. Items b and c
 - f. All of the above
5. To comply with Anti-Terrorist Financing provisions, I am required to:
 - a. Obtain CVs from any potential consultant
 - b. Check the consultant's references
 - c. Enter the consultant's name in the Excluded Parties List System
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

6. Substantial involvement by USAID typically includes:
 - a. USAID approval of annual work plans
 - b. USAID approval of key personnel
 - c. USAID approval of monitoring and evaluation plans
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

7. Which of the following require a modification of your Cooperative Agreement?
 - a. Change in the scope of work
 - b. Changes in international air travel
 - c. Change in key personnel
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

B) Participatory Monitoring and Evaluation

8. The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:
 - a. Participation
 - b. Basic Indicators
 - c. Combined Methods for Collecting Data
 - d. Long-Term Process
 - e. All of the above
 - f. None of the above

9. *Monitoring* is the systematic gathering and analysis of information about what you are doing and who you are reaching.

True False

10. *Evaluation* is the comparison of actual project impacts against agreed upon targets.

True False

C) Performance Management

11. An annual workplan identifies program activities and timelines for the coming year.

True False

12. A Results Framework is used for:
 - a. Planning
 - b. Management
 - c. Auditing an organization's finances
 - d. Monitoring specific program outcomes
 - e. Items a, b and c
 - f. Items a, c and d
 - g. Items a, b and d

13. A Results Framework outlines:
 - a. Objectives
 - b. Intermediate results
 - c. Underlying assumptions
 - d. Cause-and-effect linkages
 - e. Items a, b and c
 - f. Items a, c and d
 - g. All of the Above

14. A good objective statement should:
- a. Have a single focus
 - b. Be clear, straightforward
 - c. Be results-oriented
 - d. Items a and b
 - e. Items a and c
 - f. Items b and c
 - g. All of the above

D) Financial Management and Reporting

15. The form you typically need to submit to request an advance is the:
- a. SF-269
 - b. SF-1034
 - c. SF-272
 - d. VAT Report
16. The form you typically need to submit to report cost share is the:
- a. SF-269
 - b. SF-1034
 - c. SF-272
 - d. VAT Report
17. A budget monitor or tracker is a tool that:
- a. Shows what a project has been doing
 - b. Informs both finance and technical staff
 - c. Shows the same burn rate every month
 - d. Items a and b
 - e. Items a and c
18. Deliverables typically required under your Cooperative Agreement include:
- a. Quarterly performance reports
 - b. Quarterly financial reports
 - c. Final performance report
 - d. Items a and b
 - e. Items a and c
 - f. All of the above
20. The following is included in a SF-269 financial report:
- a. Amount of USG dollars that have been expended to date
 - b. Amount of advance funds requested
 - c. Cost share contributed to date
 - d. All of the USG funding that has been obligated to date
 - e. All of the above

E) USAID Procurement Procedures

21. Procurement is the process of acquiring which of the following:
- a. Goods
 - b. Supplies
 - c. Services
 - d. None of the above
 - e. All of the above

22. You must request approval from the Agreement Officer (AO) before acquiring the following:
- Items that were not listed in the original budget and restricted goods
 - Restricted goods only
 - Items not listed in the original budget only
 - All of items you procure
 - None of the items you procure
23. According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?
- \$100
 - \$1,500
 - \$3,000
 - \$5,000
 - None of the above

EXPERIENCE MANAGING A USAID COOPERATIVE AGREEMENT

On a scale of 1 to 5, please rate your ability to carry out the following (1 = low, 5 = high):

1	I am able to complete an SF-1034	1	2	3	4	5
2	I am able to write a Performance Management Plan (PMP)	1	2	3	4	5
3	I am able to create a Results Framework	1	2	3	4	5
4	I am able to apply client feedback and participatory practices in my work	1	2	3	4	5
5	I am able to write a development hypothesis	1	2	3	4	5
6	I am able to select performance indicators for my project	1	2	3	4	5
7	I am able to complete a Performance Indicator Reference Sheet (PIRS)	1	2	3	4	5
8	I am able to prepare an annual workplan that promotes achievement of a set of indicators	1	2	3	4	5
9	I am able to set targets that are appropriate to the baseline and end-of-project indicators	1	2	3	4	5
10	I am able to identify USAID standard provisions	1	2	3	4	5
11	I am able to identify the cost principles applicable to my Cooperative Agreement	1	2	3	4	5
12	I am able to comply with procurement procedures	1	2	3	4	5
13	I am able to describe how to generate cost share and how it may be used	1	2	3	4	5
14	I am able to describe factors that contribute to the successful Public Private Partnerships	1	2	3	4	5

**Kiev DIMP Workshop 26-29 October 2009
Workshop Evaluation**

Your opinions and honest feedback are important to us, so PLEASE WRITE CLEARLY.

Workshop Sessions: In the chart below, you will find the titles of the sessions presented. Each session included a combination of the following components: presentation, slides, reference documents, discussion, activity.

1 Overview of CAP Assistance	10 Foreign Assistance Framework (FAF)
2 Understanding your Cooperative Agreement	11 Putting the PMP Together
3 The Whys of Performance Management and a Plan to Do It	12 USAID Standard Provisions
4 Building a Development Hypothesis (Results Framework – RF)	13 Financial Management & Reporting
5 The Importance of Client Feedback and Participatory Practices	14 Cost Principles of USAID Cooperative Agreements
6 Grant Development Hypothesis	15 USAID Procurement Procedures
7 Selecting Good Performance Indicators	16 Principles of Cost-Sharing
8 Completing the Performance Indicator Reference Sheet (PIRS)	17 Public Private Partnerships
9 Linking Annual Work Plans to Indicators and Setting Baselines and Targets	18 Resources and Next Steps in Capacity Building

1. Please give up to three specific examples of things you learned from the sessions.

On a scale of 1 to 5, please rate the following items (1 = low, 5 = high)

2. Session 1

Overview of CAP Assistance

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

3. Session 2

Understanding your Cooperative Agreement

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

4. Session 3

The Whys of Performance Management and a Plan to Do It

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

5. Session 4

Building a Development Hypothesis (Results Framework – RF)

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

6. Session 5

The Importance of Client Feedback and Participatory Practices

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

7. Session 6

Grant Development Hypothesis

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

8. Session 7

Selecting Good Performance Indicators

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

9. Session 8

Completing the Performance Indicator Reference Sheet (PIRS)

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

10. Session 9

Linking Annual Work Plans to Indicators and Setting Baselines and Targets

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

11. Session 10

Foreign Assistance Framework (FAF)

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

12. Session 11

Putting the PMP Together

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

13. Session 12

USAID Standard Provisions

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

14. Session 13

Financial Management & Reporting

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

15. Session 14

Cost Principles of the USAID Cooperative Agreement

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

16. Session 15

USAID Procurement Procedures

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

17. Session 16

Principles of Cost-Sharing

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

18. Session 17

Public Private Partnerships

- a. This session was useful: 1 2 3 4 5
 b. This session was clear: 1 2 3 4 5

19. Session 18

Resources and Next Steps in capacity Building

- a. This session was useful: 1 2 3 4 5
 b. This session was clear: 1 2 3 4 5

20. Please tell us the two sessions that were the most useful to you and why:

-
-

21. Please tell us the two sessions that were the least useful to you and why:

-
-

22. If you could add another topic to the workshop, what would it be?

Activities: In the chart below, you will find the titles of the ACTIVITIES associated with various sessions.

Session 1: Completing a Basic Information Sheet for your Cooperative Agreement	Session 9: Small group work applying a work plan matrix to grant indicators
Session 3: Small group analysis of PMP Case Study	Session 9: Small group work setting baselines and targets
Session 4: Small group work developing a Results Framework (RF)	Session 12: Exercise applying the USAID Standard Provisions
Sessions 5 -: Discussion of participatory practices	Session 13: Completing the SF 1034 form
Session 7: Exercise evaluating grant indicators	Session 14: Exercise identifying allowable and unallowable costs and those that require approval from USAID
Session 8: Exercise completing the Performance Indicator Reference Sheet (PIRS)	Session 15: Exercise on how approve and document procurements

23. Please tell us which activities were the most useful to you and why?

-
-
-

Overall: We are looking at ways to improve our workshop. Please answer the following questions:

24. Agree / Disagree:

This week, I learned something (i.e., gained at least one piece of knowledge, a strategy, an understanding of USAID Standard Provisions, etc.) related to managing my award that will assist me in my work.

25. What unexpected things did you learn from being at this workshop? Please be specific.

26. What is one thing about this workshop we should **not** change?

27. What is one thing about this workshop we **must** change?

Please share any other thoughts, ideas, recommendations or feedback not covered by the questions above. Please write clearly so we have your comments! Thank you!

DGP DIMP Kiev Workshop
Participant List
26-29 October 2009

	Country	NGO	First Name	Surname	E-mail
1	Azerbaijan	UMID-HSSC	Rasim	Guliyev	rguliyev@umid-hsdm.com
2	Azerbaijan	UMID-HSSC	Israyil	Isgandarov	iiskenderov@umid-hsdm.com
3	Azerbaijan	USAID	Tamika	Cameron	tcameron@usaid.gov
4	Georgia	Association of Persons with Disability (APD)	Lela	Kakachia	kakachialela@gmail.com
5	Georgia	Association of Persons with Disability (APD)	Tornike	Kharchilava	kakachialela@gmail.com
6	Georgia	Caucasus Environmental NGO Network (CENN)	Kakhaber	Bakhtadze	kakha.bakhtadze@cenn.org
7	Georgia	Caucasus Environmental NGO Network (CENN)	Nana	Janashia	nana.janashia@cenn.org
8	Georgia	Center for Training and Consultancy	Besarion	Sulaberidze	bsulaberidze@ctc.org.ge
9	Georgia	Center for Training and Consultancy	Yulia	Shendrikova	julia@ctc.org.ge
10	Georgia	Georgian Centre for the Conservation of Wildlife	Lela	Azniashvili	lela@gccw.org
11	Georgia	Georgian Centre for the Conservation of Wildlife	Natali	Dolidze	nato@gccw.org
12	Georgia	USAID/Georgia	Nino	Kobakhidze	nkobakhidze@usaid.gov
13	Georgia	USAID/Georgia	Aviva	Kutnick	akutnick@usaid.gov
14	Georgia	USAID/Georgia	Rezo	Ormotsadze	rormotsadze@usaid.gov
15	Georgia	USAID/Georgia	Mariam	Ubilava	mubilava@usaid.gov
16	Georgia	Women's Fund in Georgia	Magda	Berdzenishvili	magda@womenfundgeorgia.org
17	Georgia	Women's Fund in Georgia	Nana	Pantsulaia	nana@womenfundgeorgia.org
18	Moldova	Pro Business Nord (PBN)	Rodica	Deleu	info@pbn.org.md
19	Moldova	Pro Business Nord (PBN)	Elena	Rososhenco	info@pbn.org.md
20	Russia	ISITO	Marina	Sergutina	sergutina@list.ru
21	Russia	ISITO	Natalya	Vasina	nata777vn@mail.ru
22	Russia	USAID	Natalya	Ivanova	nivanova@usaid.gov

Pretoria, South
Africa

Pretoria DIMP Workshop 30 November-3 December 2009 Agenda

Purpose of the workshop: To improve the capacity of grantees to plan and implement USAID-funded activities.

Objectives: By the end of this DIMP workshop, participants will be able to:

1. Prepare, refine, finalize a performance management plan (PMP): including objectives, indicators, baselines and targets;
2. Prepare Annual Work Plans as Life of Project (LOP) activity charts; and
3. Prepare required performance reports and quarterly Financial Reports.

Finalidade da oficina: Melhorar a capacidade dos concessionários de planejar e implementar atividades custeadas pela USAID.

Objetivos: Ao final desta oficina DIMP, os participantes serão capazes do seguinte:

1. Preparar, refinar, finalizar um plano de gestão de desempenho (PMP): incluindo objetivos, indicadores, referências e alvos;
2. Preparar Planos Anuais de Trabalho como tabelas de atividade de Vida de Projeto (LOP); e
3. Preparar relatórios de desempenho e Relatórios Financeiros trimestrais.

Day 1: Monday—30 November 2009		
8:00 – 9:00	Registration/Pre-Workshop Assessment Participants will be given a pre-workshop assessment to complete.	Registro/Avaliação Pré-Oficina Os Participantes receberão uma avaliação pré-oficina para preencher.
9:00 – 9:15	Welcome & Introductions Welcome by Adele Liskov, ODP/PVC Division Chief; opening remarks by Catherine Moore, Deputy Mission Director; introduction of Barney Singer, CAP Director; Joan Goodin, CAP Associate Director; Jerry Harrison-Burns and Alexander Borovykh, M&E Trainers; and Robrecht Vanrykel, Finance and Compliance Trainer.	Boas-vindas & Introduções Boas-vindas por Adele Liskov, ODP/PVC Chefe de Divisão; comentários e abertura por Catherine Moore, Diretor Delegado de Missão; introdução de Barney Singer, Diretor CAP; Joan Goodin, Diretor Associado CAP ; Jerry Harrison-Burns e Alexander Borovykh, Treinadores M&E; e Robrecht Vanrykel, Treinador de Finanças e Conformidade.
9:15 – 9:30	Agenda & Expectations – Joan Goodin Participant introductions and discussion of the workshop agenda, objectives, ground rules and expectations.	Agenda & Expectativas – Joan Goodin Introduções de Participantes e discussão da agenda da oficina, objetivos, regras básicas e expectativas.
9:30 – 9:45	Overview of CAP Assistance – Barney Singer Explanation of CAP process: organizational assessment as a basis for capacity-building plans agreed to by grantees and Missions.	Visão Geral da Assistência CAP – Barney Singer Explicação do processo CAP: avaliação organizacional como base para planos de construção de capacidade acordados pelos concessionários e Missões.
9:45 – 10:30	Understanding Your Cooperative Agreement – Barney Singer Plenary session to walk participants through Cooperative Agreements, emphasizing key concepts such as deliverables and “substantial involvement.”	Entendendo Seu Acordo Cooperativo – Barney Singer Sessão de plenário para passar os participantes pelos Acordos Cooperativos, enfatizando conceitos chave tais como os entregáveis e “envolvimento substancial. ”
10:30 – 10:45	Coffee Break	Pausa

10:45 – 11:45	Performance Management and a Plan to Do It (PMP) – Jerry Harrison-Burns / Alexander Borovykh Review of Case development hypothesis. Plenary session on origins of Performance Management, ADS definition for development hypothesis. Plenary discussion of problem definition theory and application to developing Grant Objective as results statement with indicator(s). Small groups define Objective as a result and indicator(s).	Gestão de Desempenho e um Plano para a Realização (PMP) – Jerry Harrison-Burns / Alexander Borovykh Hipótese de desenvolvimento de Revisão de Caso. Sessão de plenário sobre as origens da Gestão de Desempenho, definição ADS para hipótese de desenvolvimento. Discussão em plenário da teoria de definição de problema e aplicação para Desenvolvimento Objetivo de Concessão como declaração de resultados com indicador(es). Pequenos grupos definem Objetivo como resultado e indicador(es).
11:45 – 12:45	Building a Development Hypothesis Results Framework – (RF) – Jerry Harrison-Burns / Alexander Borovykh Review of Case Results Framework. Plenary discussion of use of the Key Questions to build a Results Framework from Grant Objective results statement. Small groups develop results frameworks with indicators.	Construção de Estrutura de Resultados de Hipótese de Desenvolvimento – (RF) – Jerry Harrison-Burns / Alexander Borovykh Revisão de Estrutura de Resultados de Caso. Discussão em plenário do uso de Perguntas Chave para construir uma Estrutura de Resultados da declaração de resultados do Objetivo de Concessão. Pequenos grupos desenvolvem estruturas de resultados com indicadores.
12:45 – 1:45	Lunch	Almoço
1:45 – 3:45	Building a Development Hypothesis Results Framework – (RF) – Jerry Harrison-Burns / Alexander Borovykh Review of Case Results Framework. Plenary discussion of use of the Key Questions to build a Results Framework from Grant Objective results statement. Small groups develop results frameworks with indicators.	Construção de Estrutura de Resultados de Hipótese de Desenvolvimento – (RF) – Jerry Harrison-Burns / Alexander Borovykh Revisão de Estrutura de Resultados de Caso. Discussão em plenário do uso de Perguntas Chave para construir uma Estrutura de Resultados da declaração de resultados do Objetivo de Concessão. Pequenos grupos desenvolvem estruturas de resultados com indicadores.
3:45 – 4:00	Coffee Break	Pausa
4:00 – 6:00	Results Framework (RF) continued Small groups present RFs for technical assistance from Plenary and consultants.	Estrutura de Resultados (RF) continuação Pequenos grupos apresentam RF's para assistência técnica do Plenário e consultores.
6:00 – 6:15	Wrap up Day 1	Dia de Fechamento 1

Day 2: Tuesday—1 December 2009		
8:30 – 8:45	Comments and Questions from Previous Day	Comentários e Perguntas do Dia Anterior
8:45 – 9:45	RF Report out and Feedback continued Small groups present RFs for technical assistance from Plenary and consultants.	Emissão Relatório RF e Retorno continuação Pequenos grupos apresentam RF's para assistência técnica do Plenário e consultores.
9:45 – 10:45	Selecting Good Performance Indicators – Jerry Harrison-Burns / Alexander Borovykh Review of definitions, indicator standards, levels, types of indicators. Forced choice exercise to apply the standards to indicator selection. Task assignment to evaluate grant indicators using standards. Report out	Seleção de Bons Indicadores de Desempenho – Jerry Harrison-Burns / Alexander Borovykh Revisão de definições, padrões de indicador, níveis, tipos de indicadores. Exercício de escolha forçada para aplicar os padrões na seleção de indicador. Designação de tarefa para avaliar indicadores de concessão usando padrões. Emissão relatório
10:45 – 11:00	Coffee Break	Pausa

11:00 – 11:45	Selecting Good Performance Indicators continued	Seleção de Bons Indicadores de Desempenho continuação
11:45 – 12:45	Setting Baselines and Targets – Jerry Harrison-Burns / Alexander Borovykh Review of baseline/target definitions and good practice. Plenary discussion of Case indicator Work Plan Matrix and Summary Data Table. Application of the Matrix to indicators for each Grant in small groups. Use of Summary Data Table to record targets. Question and Answer.	Estabelecendo Bases e Alvos – Jerry Harrison-Burns / Alexander Borovykh Revisão das definições de referências/alvos e boa prática. Discussão em plenário de Matriz de Plano de Trabalho do indicador de Caso e Tabela de Dados Resumida. Aplicação da Matriz aos indicadores para cada Concessão em pequenos grupos. Uso da Tabela de Dados resumida para registrar os alvos. Pergunta e Resposta.
12:45 – 1:45	Lunch	Almoço
1:45 – 2:45	Setting baselines and Targets continued	Estabelecendo Referências e Alvos continuação
2:45 – 3:45	Completing the Performance Indicator Reference Sheet (PIRS) – Jerry Harrison-Burns / Alexander Borovykh Review Case PIRs and instructions for completion of PIRS form. Application to grant indicators.	Preenchendo a Planilha de Referência de Indicador de Desempenho (PIRS) – Jerry Harrison-Burns / Alexander Borovykh Revisão de Caso PIR's e instruções para preencher o formulário de PIRS. Aplicação aos indicadores de concessão.
3:45 – 4:00	Coffee Break	Pausa
4:00 – 6:00	Completing the PIRS continued	Preenchendo PIRS continuação
6:00 – 6:15	Wrap up day 2	Dia de Fechamento 2

Day 3: Wednesday—2 December 2009		
8:30 – 8:45	Comments and Questions from Previous Day	Comentários e Perguntas do Dia Anterior
8:45 – 9:45	Completing the PIRS continued – Jerry Harrison-Burns / Alexander Borovykh Small groups present PIRS for technical assistance from Plenary and consultants. USAID presents integration of Grantee/Mission Results Frameworks and reporting.	Preenchendo PIRS continuação – Jerry Harrison-Burns / Alexander Borovykh Pequenos grupos apresentam PIRs para assistência técnica do Plenário e consultores. A USAID apresenta integração das Estruturas de Resultados de Concessionário/Missão e relatórios.
9:45 – 11:00	Pulling it All Together in a PMP – Jerry Harrison-Burns / Alexander Borovykh Review of entire Case PMP against participant products. Question and Answer.	Juntando Tudo em PMP – Jerry Harrison-Burns / Alexander Borovykh Revisão da totalidade do Caso PMP contra produtos de participante. Pergunta e Resposta.
11:00 – 11:15	Coffee Break	Pausa
11:15 – 12:15	The Importance of Client Feedback and Participatory Practices – Joan Goodin Plenary discussion about relations and communication with constituents and how feedback loops contribute to successful project management. A model for participatory project monitoring is provided.	A Importância do Retorno do Cliente e Práticas de Participação – Joan Goodin Discussão em plenário sobre as relações e comunicação com constituintes e como os circuitos de retorno contribuem para um projeto de gestão bem sucedido. Um modelo para monitoração de projeto de participação é fornecido.

12:15 – 1:15	Lunch	Almoço
1:15 – 2:30	USAID Standard Provisions – Robrecht Vanrykel Applicable USG provisions will be covered, including USAID-specific regulations. The session will focus on mandatory provisions for US and non-US NGOs, along with the “required as applicable” provisions for both.	Provisões Padrão USAID – Robrecht Vanrykel As provisões aplicáveis do governo dos EUA serão cobertas, incluindo regulamentos específicos da Agência Internacional de Desenvolvimento dos EUA (USAID). A sessão enfocará nas provisões obrigatórias para as ONGs dos EUA e não, juntamente com as provisões “requeridas conforme aplicáveis” para ambas.
2:30 – 2:45	Coffee Break	Pausa
2:45 – 4:00	Financial Management – Robrecht Vanrykel Topics will include an overview of best practices in financial management for non government organizations.	Gestão Financeira – Robrecht Vanrykel Os assuntos incluirão uma visão geral das melhores práticas na gestão financeira para as organizações não governamentais.
4:00 – 5:45	Financial Reporting – Robrecht Vanrykel Topics will include when to submit advance and liquidation requests and how to fill SF-269 and 1034 forms.	Relatório Financeiro – Robrecht Vanrykel Os assuntos incluirão quando submeter solicitações de adiantamento e liquidação e como preencher os formulários SF-269 e 1034.
5:45 – 6:00	Wrap up day 3	Dia de Fechamento 3

Day 4: Thursday—3 December 2009		
8:30 – 8:45	Comments and Questions from Previous Day	Comentários e Perguntas do Dia Anterior
8:45 – 10:15	<p>Cost Principles of USAID Cooperative Agreements – Robrecht Vanrykel</p> <p>The session will focus on cost principles essential to implement a project including A-122 requirements, maintenance of proper source documentation, and audit requirements (A-133).</p>	<p>Princípios de Custo para Acordos Cooperativos USAID – Robrecht Vanrykel</p> <p>A sessão enfocará nos princípios de custo essenciais para implementar um projeto incluindo requerimentos A-122, manutenção da documentação fonte adequada e requerimentos de auditoria (A-133).</p>
10:15 – 10:30	Coffee Break	Pausa
10:30 – 12:30	<p>USAID Procurement Procedures – Robrecht Vanrykel</p> <p>This session will cover rules and regulations regarding procurement including competitive bidding, documentation, ineligible goods and services. Different scenarios will be presented for the participants to consider in light of these and other regulations.</p>	<p>Procedimentos de Procuração da USAID – Robrecht Vanrykel</p> <p>A sessão cobrirá as regras e regulamentos relacionados com a procuração incluindo licitação competitiva, documentação, bens e serviços não elegíveis. Diferentes cenários serão apresentados para consideração dos participantes em função destes e de outros regulamentos.</p>
12:30 – 1:45	Lunch	Almoço
1:45 – 2:45	<p>Cost Share – Robrecht Vanrykel</p> <p>This session will define cost share, identify USAID regulations that apply to cost share, determine allowable and unallowable forms of cost share; and explain how to report cost share.</p>	<p>Participação de Custo – Robrecht Vanrykel</p> <p>Esta sessão definirá a participação de custo, identificará os regulamentos da USAID aplicáveis à participação de custo, determinará as formas permitidas e não permitidas de participação de custo; e explicará como relatar a participação de custo.</p>
2:45 – 3:00	Resource Mobilization – USAID Alliance Officer	Mobilização de Recursos – Oficial de Aliança da USAID
3:00 – 3:30	Coffee Break and Post-Workshop Survey	Pausa e Pesquisa Pós-Oficina
3:30 – 4:00	<p>Resources and Next Steps in Capacity Building – Barney Singer</p> <p>A demonstration of www.DGPConnect.Net and discussion of other resources for DGP grantees.</p>	<p>Recursos e Próximos Passos na Construção de Capacidade – Barney Singer</p> <p>Uma demonstração de www.DGPConnect.Net e discussão de outros recursos para concessionários DGP.</p>
4:00 – 4:15	Workshop Wrap Up /Expectations	Fechamento da Oficina/Expectativas
4:15 – 4:45	Workshop Evaluation	Avaliação da Oficina
4:45–5:15	<p>Closing Ceremony Conferring of Workshop Completion Certificates</p>	<p>Cerimônia de Fechamento Entrega dos Certificados de Conclusão da Oficina</p>

Pretoria DIMP Workshop 30 November-3 December 2009
Participant Pre/Post Knowledge Results
SUMMARY
Questions 2-21 Multiple Choice or True/False

	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions relate to:		Q4: Provisions as Applicable include:		Q5: Substantial Involvement by USAID typically includes:		Q6: Which of the following require a modification of your Cooperative Agreement?		Q7: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:		Q8: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	30	30	30	30	30	30	30	30	30	30	30	30	30	30
Total Correct Answers	0	6	7	12	4	4	1	8	10	16	24	23	28	30
Perc. Correct Answers	0%	20%	23%	40%	13%	13%	3%	27%	33%	53%	80%	77%	93%	100%

	Q9: Evaluation is the comparison of actual project impacts against agreed upon targets.		Q10: An annual work plan identifies program activities and timelines for the coming year.		Q11: A Results Framework is used for:		Q12: A good objective statement should:		Q13: The form you typically need to submit to request an advance is:		Q14: The form you typically need to submit to report cost share is:		Q15: Adequate supporting document must be provided for all documents. Adequate supporting documentation can be in the form of:		Q16: USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
Total Correct Answers	29	29	28	28	15	21	9	17	18	26	12	26	19	29	11	17
Perc. Correct Answers	97%	97%	93%	93%	50%	70%	30%	57%	60%	87%	40%	87%	63%	97%	37%	57%

	Q17: Deliverables typically required under your Cooperative Agreement include:		Q18: The following is included in a SF-269 financial report:		Q19: Procurement is the process of acquiring which of the following:		Q20: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q21: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	30	30	30	30	30	30	30	30	30	30
Total Correct Answers	20	25	7	19	21	27	19	22	2	22
Perc. Correct Answers	67%	83%	23%	63%	70%	90%	63%	73%	7%	73%

Pretoria DIMP Workshop 30 November - 3 December 2009
Participant Pre-/Post-Knowledge Results
Questions 2-21 Multiple Choice or True/False

Participant Number	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions relate to:		Q4: Provisions as Applicable include:		Q5: Substantial Involvement by USAID typically includes:		Q6: Which of the following require a modification of your Cooperative Agreement?		Q7: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:		Q8: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	n/a	f	n/a	e	n/a	e	n/a	e	n/a	n/a	n/a	e	n/a	T
2	abc	f	acd	abcd	d	cd	c	acd	a	d	e	abc	T	T
3	f	f	f	e	f	f	f	f	e	e	e	e	T	T
4	f	d	f	f	f	d	f	f	e	e	e	e	n/a	T
5	b	f	a	b	n/a	c	c	f	a	f	b	a	T	T
6	f	f	e	f	f	f	f	f	n/a	f	e	e	T	T
7	c	f	c	a	n/a	e	e	f	n/a	e	n/a	e	T	T
8	f	f	f	f	f	f	f	f	a	c	c	a	T	T
9	n/a	f	n/a	f	n/a	d	n/a	f	n/a	e	e	e	T	T
10	f	f	e	b	e	f	f	f	e	e	e	e	T	T
11	n/a	d	e	e	c	a	a	d	e	a	e	a	T	T
12	f	f	b	b	f	b	f	f	e	e	ab	ac	T	T
13	n/a	d	n/a	f	n/a	f	n/a	b	n/a	e	e	e	T	T
14	f	f	e	e	n/a	f	f	d	e	d	e	e	T	T
15	f	f	e	f	f	f	f	f	f	f	e	e	T	T
16	f	f	e	e	e	f	f	f	e	e	e	e	T	T
17	f	d	f	f	e	f	d	d	f	f	e	e	T	T
18	f	f	a	b	e	e	f	d	f	e	e	e	T	T
19	f	f	n/a	f	n/a	n/a	n/a	f	e	e	e	c	T	T
20	f	f	a	e	f	d	f	f	e	e	e	e	T	T
21	f	f	a	b	d	f	f	f	a	a	e	e	T	T
22	f	d	e	f	f	e	f	d	a	e	e	e	T	T
23	f	f	e	b	n/a	f	f	f	a	e	e	e	T	T
24	f	f	e	f	f	f	f	f	a	e	e	e	T	T

Participant Number	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions relate to:		Q4: Provisions as Applicable include:		Q5: Substantial Involvement by USAID typically includes:		Q6: Which of the following require a modification of your Cooperative Agreement?		Q7: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:		Q8: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
25	f	f	n/a	e	c	n/a	e	e	f	f	e	e	T	T
26	f	d	c	e	f	f	f	d	b	e	e	e	T	T
27	f	f	f	e	f	f	f	f	d	f	e	e	T	T
28	f	f	f	c	f	f	e	f	e	d	b	e	T	T
29	f	f	e	f	c	d	f	d	a	e	e	e	T	T
30	f	f	f	f	f	f	f	d	e	d	e	a	T	T
Total Respondents	30	30	30	30	30	30	30	30	30	30	30	30	30	30
Total Correct Ans.	0	6	7	12	4	4	1	8	10	16	24	23	28	30
Perc. Correct Ans.	0%	20%	23%	40%	13%	13%	3%	27%	33%	53%	80%	77%	93%	100%

Participant Number	Q9: Evaluation is the comparison of actual project impacts against agreed upon targets.		Q10: An annual work plan identifies program activities and timelines for the coming year.		Q11: A Results Framework is used for:		Q12: A good objective statement should:		Q13: The form you typically need to submit to request an advance is:		Q14: The form you typically need to submit to report cost share is:		Q15: Adequate supporting document must be provided for all documents. Adequate supporting documentation can be in the form of:		Q16: USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	n/a	T	n/a	F	n/a	a	n/a	d	b	b	c	a	e	f	a	a
2	T	T	T	T	g	bd	d	d	b	b	n/a	ab	n/a	f	n/a	b
3	T	T	T	T	g	f	e	e	b	b	a	a	f	f	b	c
4	T	R	T	T	d	g	d	d	b	b	n/a	c	n/a	f	n/a	b
5	T	T	T	T	d	d	b	b	b	b	a	a	a	f	d	c
6	T	T	T	T	g	g	f	d	f	b	b	a	f	f	c	c
7	T	T	T	T	e	g	f	f	n/a	b	n/a	a	e	f	b	b
8	T	T	T	F	d	f	f	d	n/a	a	b	a	f	f	c	b
9	T	T	T	T	abcd	g	f	d	n/a	ab	n/a	a	abcd	f	n/a	b
10	T	T	T	T	g	g	f	d	b	b	a	a	f	f	c	c
11	T	T	T	T	g	g	f	b	b	b	c	a	a	f	a	c
12	T	T	T	T	ab	ab	b	ab	b	b	a	a	ad	f	c	c
13	T	T	T	T	f	g	d	d	n/a	b	n/a	a	n/a	f	n/a	c
14	T	T	T	T	g	g	b	b	b	b	a	a	f	f	c	c
15	T	T	T	T	d	g	f	d	n/a	b	n/a	a	e	f	a	a
16	T	T	T	T	g	n/a	f	f	b	b	a	a	f	f	c	c
17	T	T	T	T	g	a	d	d	n/a	b	n/a	a	f	f	d	b
18	T	T	T	T	d	g	b	f	a	b	b	a	f	f	n/a	c
19	T	T	T	T	g	g	d	d	n/a	b	n/a	a	f	abcd	c	c
20	T	T	T	T	g	g	f	d	b	b	a	a	f	f	c	c
21	T	T	T	T	g	g	f	d	b	b	a	a	f	f	c	c
22	T	T	T	T	d	g	d	d	b	b	a	a	f	f	b	b
23	T	T	T	T	g	g	d	abc	b	b	a	a	f	f	c	b

Participant Number	Q9: Evaluation is the comparison of actual project impacts against agreed upon targets.		Q10: An annual work plan identifies program activities and timelines for the coming year.		Q11: A Results Framework is used for:		Q12: A good objective statement should:		Q13: The form you typically need to submit to request an advance is:		Q14: The form you typically need to submit to report cost share is:		Q15: Adequate supporting document must be provided for all documents. Adequate supporting documentation can be in the form of:		Q16: USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
24	T	T	T	T	d	g	d	d	b	b	a	a	e	f	b	c
25	T	T	F	T	g	g	f	f	n/a	a	n/a	n/a	f	f	b	b
26	T	T	T	T	g	g	d	d	a	a	b	a	f	f	d	b
27	T	T	T	T	g	g	f	f	a	b	b	c	f	f	c	c
28	T	T	T	T	d	g	b	b	b	b	c	a	f	f	b	c
29	T	T	T	T	d	g	c	d	b	b	c	a	f	f	b	b
30	T	T	T	T	f	a	f	a	b	b	a	a	f	f	b	c
Total Respondents	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
Total Correct Ans.	29	29	28	28	15	21	9	17	18	26	12	26	19	29	11	17
Perc. Correct Ans.	97%	97%	93%	93%	50%	70%	30%	57%	60%	87%	40%	87%	63%	97%	37%	57%

Participant Number	Q17: Deliverables typically required under your Cooperative Agreement include:		Q18: The following is included in a SF-269 financial report:		Q19: Procurement is the process of acquiring which of the following:		Q20: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q21: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	e	f	f	f	a	a	a	a	a	c
2	n/a	f	n/a	abc	n/a	ac	n/a	d	b	bcd
3	e	e	e	e	d	d	a	b	n/a	n/a
4	n/a	f	n/a	e	n/a	d	a	n/a	d	c
5	b	a	a	f	a	d	c	e	c	c
6	f	f	f	f	d	d	d	a	e	c
7	f	f	n/a	e	n/a	d	n/a	b	n/a	d
8	f	f	f	f	n/a	a	a	a	e	c
9	n/a	f	n/a	n/a	n/a	d	n/a	abc	n/a	c
10	f	f	e	e	d	d	a	a	d	c
11	c	d	n/a	f	n/a	d	n/a	a	e	n/a
12	d	f	e	e	d	d	b	a	b	d
13	n/a	e	n/a	e	d	d	n/a	a	n/a	c
14	f	f	e	e	d	d	a	a	d	c
15	f	f	n/a	e	d	d	a	a	n/a	c
16	f	e	e	d	d	d	a	a	d	d
17	f	f	n/a	e	d	d	a	a	n/a	c
18	f	f	b	d	d	d	d	d	d	d
19	f	f	n/a	e	d	d	a	a	d	c
20	f	f	c	e	d	d	a	a	a	a
21	f	f	c	e	d	d	a	b	a	c

Participant Number	Q17: Deliverables typically required under your Cooperative Agreement include:		Q18: The following is included in a SF-269 financial report:		Q19: Procurement is the process of acquiring which of the following:		Q20: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q21: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
22	f	f	e	e	d	d	a	a	e	c
23	f	f	c	c	d	d	a	a	a	c
24	f	f	e	e	d	d	a	a	e	c
25	f	f	n/a	n/a	d	d	n/a	a	n/a	c
26	f	f	d	e	d	d	c	a	a	c
27	f	f	f	e	d	d	a	a	d	c
28	e	f	f	e	d	d	a	a	d	c
29	f	f	a	e	a	d	a	a	d	c
30	f	f	f	e	d	d	a	a	c	c
Total Respondents	30	30	30	30	30	30	30	30	30	30
Total Correct Ans.	20	25	7	19	21	27	19	22	2	22
Perc. Correct Ans.	67%	83%	23%	63%	70%	90%	63%	73%	7%	73%

**Pretoria DIMP Workshop 30 November-3 December 2009
Participant Pre/Post Self-Efficacy Results**

	1		2		3		4		5		# of answers	
	Pre	Post	Pre total	Post total								
1	5	0	5	0	6	4	4	14	5	12	25	30
2	6	0	6	1	8	3	5	11	5	15	30	30
3	4	0	9	1	7	2	3	14	6	13	29	30
4	2	0	5	2	7	5	5	7	8	16	27	30
5	7	0	9	1	5	4	5	11	4	14	30	30
6	1	0	6	0	6	2	8	10	9	18	30	30
7	6	0	6	0	11	2	6	11	1	17	30	30
8	0	0	5	0	9	3	5	10	10	17	29	30
9	1	0	5	0	8	4	8	12	7	14	29	30
10	1	0	7	0	13	4	4	10	4	16	29	30
11	1	0	6	0	11	3	5	12	6	15	29	30
12	1	0	3	0	8	1	9	10	7	19	28	30
13	2	0	7	0	10	4	6	14	4	12	29	30
14	5	0	12	0	3	12	7	10	2	8	29	30
Totals	42	0	91	5	112	53	80	156	78	206		

Pretoria DIMP Workshop 30 November-3 December 2009
Self-Efficacy Percentages based on Low and High Scores

		Pre Test		Post Test	
1	I am able to complete an SF-1034	40%	1,2	87%	4,5
2	I am able to write a Performance Management Plan (PMP)	40%	1,2	87%	4,5
3	I am able to create a Results Framework	45%	1,2	90%	4,5
4	I am able to apply client feedback and participatory practices in my work	26%	1,2	77%	4,5
5	I am able to write a development hypothesis	53%	1,2	83%	4,5
6	I am able to select performance indicators for my project	23%	1,2	93%	4,5
7	I am able to complete a Performance Indicator Reference Sheet (PIRS)	40%	1,2	93%	4,5
8	I am able to prepare an annual work plan that promotes achievement of a set of indicators	17%	1,2	90%	4,5
9	I am able to set targets that are appropriate to the baseline and end-of-project indicators	21%	1,2	87%	4,5
10	I am able to identify USAID standard provisions	28%	1,2	87%	4,5
11	I am able to identify the cost principles applicable to my Cooperative Agreement	24%	1,2	90%	4,5
12	I am able to comply with procurement procedures	14%	1,2	97%	4,5
13	I am able to describe how to generate cost share and how it may be used	31%	1,2	87%	4,5
14	I am able to describe factors that contribute to the successful Public Private Partnerships	59%	1,2	60%	4,5

Pretoria DIMP Workshop 30 November-3 December 2009
Participant Evaluation—Verbatim Responses

Responses to Question 1: Specific Examples of Participant Learning

- Developing a PMP (IIII IIII I)
- Definition of cost share (IIII IIII)
- USAID procurement (IIII III)
- Selecting good performance indicators (IIII I)
- Building a Development Hypothesis/How to Create a Results Framework (IIII I)
- Cost Principles for NGOs (IIII)
- Completing a PIRS (IIII)
- Financial Reporting (III)
- SF-1034 (III)
- SF-269 (III)
- The link between an objective and an IR (II)
- The connection between indicators and IRs (II)
- Understanding Financial Management (II)
- Understanding my Cooperative Agreement (IIII)
- Setting baselines and targets
- Coming up with a good objective
- Geographic limitations to the acquisition of goods
- Too much good stuff to just pick a few
- PPP for resource mobilization
- How to do DIMP

Responses to Question 17: Most Useful Sessions

- Financial Management (IIII IIII I)
- How to Select Performance Indicators (IIII IIII I)
- Developing a PMP (IIII IIII I)
- Financial Reporting (IIII II)
- Building a Development Hypothesis/How to Create a Results Framework (IIII I)
- Cost Share (IIII)
- USAID Procurement (IIII)
- Cost Principles (II)
- Understanding your Cooperative Agreement (II)
- Completing a PIRS (I)
- Setting baselines and targets
- How to organize activities to meet objectives
- We have received money from USG and have to follow the rules
- All sessions to do with M&E

Responses to Question 18: Least Useful Sessions

- None. All topics were useful (IIII III)
- Resource Mobilization (IIII II)
- Participatory Processes (III)
- None, but the PPP one was not clearly delivered
- Most of the finance sections because I am not in finance and could not understand most of the terms
- Participatory M&E, we did not have enough time to engage into discussion on the session
- Session baseline and targets, rarely use this
- Cost share
- How to fill SF-269, -1034. We are already aware of these forms
- Procurement because I come from a strong procurement background; completing the PIRS because I am not a program person
- Importance of client feedback and participatory practices, confusing and needs more time to understand
- USAID Standard provisions

Responses to Question 19: Additional Suggested Topics

- Environmental Requirements (III)
- Organizational management (II)
- Strategies/best practices for addressing Pre Award Survey issues
- More practical examples on Financial Reporting
- None. The workshop is loaded as it is, but a follow-n would be useful on any subject
- How to draft a good report
- Key considerations for baseline surveys would be good
- IEEs and EMPs
- Conducting and environmental impact assessment and development of an EMP
- Best practices in dealing with sub-grantees
- More tasks on finance
- How to fundraise outside of USAID funding
- Cost analysis from the PIRS
- Selecting good indicators
- Approval of documentation
- How I can have access to information on USAID grants

Responses to Question 20: Most Useful Activities

- Completing the PIRS (IIII IIII IIII)
- Identifying Allowable/Unallowable costs (IIII IIII II)
- Building a Development Hypothesis/Results Framework (IIII IIII I)
- Completing the SF-1034/SF-270 (IIII IIII)
- Selecting Good Performance Indicators (IIII IIII)
- USAID Standard Provisions exercise (IIII II)
- Setting Baselines and Targets (IIII II)
- USAID Procurement Procedures (IIII)
- PMP Case Study (IIII)
- CA Basic Information Sheet (III)
- Discussion of participatory practices (II)

Responses to Question 22: Unexpected Learning

- Developing the PMP (IIII I)
- What constitutes cost share and how to report it (II)
- How to complete a PIRS (II)
- The difference between results and activities
- Management of the agreement, ensuring PMP is in place, procurement and financial management and reporting
- Understanding PPPs
- Cost Principles
- How to fill a SF-269
- Cooperative Agreement contents
- In-depth program strategies
- That South African Airways qualifies in the Fly America Act by virtue of the Star Alliance membership
- There are others with similar experiences and that solutions are 'a click away'
- There are USAID grantees in sectors other than DG

Responses to Question 23: Things NOT to Change

- Participatory learning, work groups and examples (IIII)
- The team (III)
- Method of delivery (III)
- Robby's method of interactions (II)
- Do not change the finance presentation at all (II)
- The hands-on exercises (II)
- Organization of the sessions was great
- Everything, just add an IEE system

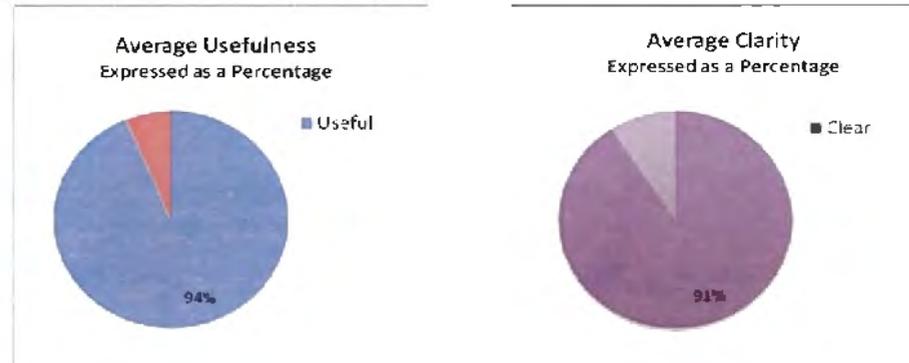
Responses to Question 24: Things TO Change

- Too much information in too short a time (IIII IIII)
- Venue/Location (III)
- The workshop should be split with finance and project officers attending at different times.
- Playing the same music over and over. A wide range of music would be better
- Nothing at all

Pretoria DIMP Workshop 30 November-3 December 2009
Participant Evaluation—Quantitative Responses
SUMMARY

<i>Total Pretoria Responses</i>		
	Useful	Clear
Average	4.68	4.54
Minimum	4.2	3.8
Maximum	4.9	4.8

Rated on 1 to 5 scale (1=low, 5=high)



	Session 1: Understanding Your Cooperative Agreement		Session 2: Performance Management and a Plan to Do It		Session 3: Building a Development Hypothesis (Results Framework - RF)		Session 4: Selecting Good Performance Indicators		Session 5: Setting Baselines and Targets		Session 6: Completing the Performance Indicator Reference Sheet (PIRS)		Session 7: Pulling All Together in PMP		Session 8: The importance of Client Feedback and Participatory Practices	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Aver.	4.8	4.8	4.6	4.3	4.7	4.4	4.8	4.7	4.7	4.6	4.8	4.6	4.7	4.4	4.4	4.3

	Session 9: USAID Standard Provisions		Session 10: Financial Management		Session 11: Financial Reporting		Session 12: Cost Principles of the USAID Cooperative Agreement		Session 13: USAID Procurement Procedures		Session 14: Cost Share		Session 15: Resource Mobilization	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Aver.	4.6	4.5	4.8	4.8	4.8	4.8	4.7	4.7	4.9	4.8	4.7	4.6	4.2	3.8

Pretoria DIMP Workshop 30 November-3 December 2009
Participant Evaluation—Quantitative Responses
Rated on 1 to 5 scale (1=low, 5=high)

Participant Number	Session 1: Understanding Your Cooperative Agreement		Session 2: Performance Management and a Plan to Do It		Session 3: Building a Development Hypothesis (Results Framework - RF)		Session 4: Selecting Good Performance Indicators		Session 5: Setting Baselines and Targets		Session 6: Completing the Performance Indicator Reference Sheet (PIRS)		Session 7: Pulling All Together in PMP		Session 8: The importance of Client Feedback and Participatory Practices	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
1	5	5	3	5	3	5	3	n/a	3	5	3	5	3	5	4	4
2	5	5	5	5	5	5	4	4	5	5	5	5	5	5	2	2
3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	4	5	5	5	5	5	4	5	4	5	5	5	5
6	5	5	5	5	5	5	5	5	5	4	4	4	5	5	4	3
7	5	5	4	3	4	4	4	4	4	4	5	4	5	4	5	4
8	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
9	5	5	4	4	5	5	4	4	5	5	5	5	4	4	3	3
10	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4
11	5	5	5	4	5	5	5	5	4	4	5	5	5	4	4	4
12	5	5	5	3	5	3	5	4	5	4	5	5	5	4	4	4
13	5	5	4	4	5	5	5	5	4	5	5	5	5	4	5	5
14	5	5	5	4	5	4	5	5	4	4	5	5	5	5	5	5
15	5	5	5	4	5	4	5	5	5	4	5	5	5	4	5	5
16	5	5	5	4	5	4	5	5	5	5	5	5	5	4	4	4
17	5	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5
18	4	4	4	3	4	4	4	3	4	4	4	4	3	3	3	3
19	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5

Participant Number	Session 1: Understanding Your Cooperative Agreement		Session 2: Performance Management and a Plan to Do It		Session 3: Building a Development Hypothesis (Results Framework - RF)		Session 4: Selecting Good Performance Indicators		Session 5: Setting Baselines and Targets		Session 6: Completing the Performance Indicator Reference Sheet (PIRS)		Session 7: Pulling All Together in PMP		Session 8: The importance of Client Feedback and Participatory Practices	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
20	4	4	4	4	4	4	4	4	4	4	3	4	4	4	n/a	n/a
21	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	4
22	5	5	5	3	5	5	5	4	5	3	5	4	5	3	5	4
23	5	4	4	4	4	3	5	5	4	5	4	4	4	4	4	5
24	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5
25	5	4	4	4	4	3	5	5	5	5	5	5	4	4	4	5
26	5	5	5	4	5	4	5	4	5	5	5	5	5	5	5	5
27	5	4	5	5	4	3	5	5	5	5	5	3	5	5	4	3
28	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
29	5	5	5	5	5	4	5	4	4	4	5	4	5	4	5	4
30	5	5	5	4	5	4	5	5	5	4	5	4	5	3	5	4
31	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
32	4	4	4	n/a	3	n/a	4	n/a	4	n/a	5	n/a	4	n/a	3	n/a
33	4	5	4	4	5	4	5	5	5	5	4	4	3	3	3	3
Aver.	4.8	4.8	4.6	4.3	4.7	4.4	4.8	4.7	4.7	4.6	4.8	4.6	4.7	4.4	4.4	4.3

Participant Number	Session 9: USAID Standard Provisions		Session 10: Financial Management		Session 11: Financial Reporting		Session 12: Cost Principles of the USAID Cooperative Agreement		Session 13: USAID Procurement Procedures		Session 14: Cost Share		Session 15: Resource Mobilization	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
1	5	4	5	5	5	5	5	5	5	5	5	5	2	2
2	4	4	4	4	4	4	4	4	n/a	n/a	n/a	n/a	n/a	n/a
3	5	4	5	5	5	5	5	4	5	5	5	4	5	4
4	n/a	n/a	5	5	5	5	5	5	5	5	5	5	5	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	5	5	3	4	3	4	3	4	5	5	4	5	3	3
7	5	4	5	4	5	5	5	4	5	5	5	4	5	4
8	5	5	5	5	5	5	5	5	5	5	5	5	3	3
9	4	5	5	5	5	5	5	5	5	5	4	4	3	3
10	5	4	5	5	5	5	5	5	5	5	5	5	5	5
11	4	4	5	5	5	5	5	5	5	5	4	4	5	5
12	5	5	5	5	5	5	4	5	5	5	5	5	4	4
13	4	5	5	5	4	5	5	4	5	4	5	4	5	3
14	5	3	5	5	5	5	5	5	5	5	5	5	3	3
15	5	5	5	4	5	5	5	4	5	5	5	4	4	4
16	5	4	5	4	5	4	5	5	5	4	5	5	5	4
17	5	5	5	4	5	5	5	5	5	5	5	5	4	4
18	4	4	5	5	5	4	5	4	5	4	5	4	5	4
19	5	5	5	5	5	5	5	5	5	5	5	5	5	5

Participant Number	Session 9: USAID Standard Provisions		Session 10: Financial Management		Session 11: Financial Reporting		Session 12: Cost Principles of the USAID Cooperative Agreement		Session 13: USAID Procurement Procedures		Session 14: Cost Share		Session 15: Resource Mobilization	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
20	3	4	4	4	4	4	3	4	4	4	3	4	4	3
21	5	5	5	5	5	5	5	5	5	5	4	4	4	3
22	5	5	5	5	5	5	5	5	5	5	5	5	5	2
23	4	5	5	5	5	4	5	5	5	5	5	5	3	3
24	5	5	5	5	5	5	5	5	5	5	5	5	5	5
25	5	5	5	5	5	5	5	5	5	5	4	5	3	3
26	5	5	5	5	5	5	5	5	5	5	5	5	5	5
27	5	5	5	5	5	5	5	5	5	5	5	5	4	2
28	5	5	5	5	5	5	5	5	5	5	5	5	4	4
29	4	4	5	4	5	4	5	5	5	5	5	5	5	5
30	5	4	5	5	5	5	5	5	5	5	5	4	5	4
31	5	4	5	5	5	5	5	4	5	4	5	4	5	4
32	4	n/a	4	n/a	4	n/a	3	n/a	4	n/a	4	n/a	3	n/a
33	3	4	4	5	4	4	4	4	4	4	4	4	4	5
Aver.	4.6	4.5	4.8	4.8	4.8	4.8	4.7	4.7	4.9	4.8	4.7	4.6	4.2	3.8

**Pretoria DIMP Workshop 30 November-3 December 2009
Pre-/Post-Workshop Assessment**

Name: _____

Date: November 30, 2009

What do you hope to learn at this workshop? *(Only on the Pre Workshop Assessment Questionnaire)*

- 1.
- 2.
- 3.

Please circle ONE answer to each of the following questions.

A) Understanding the Cooperative Agreement

1. Have you read your entire Cooperative Agreement? Yes No
2. Your Cooperative Agreement includes the following:
 - a. Award Letter
 - b. Program Description
 - c. U.S. Code of Federal Regulations
 - d. Items a and b
 - e. Items a and c
 - f. All of the above
3. Mandatory Standard Provisions relate to:
 - a. Performance Indicators
 - b. Procurement
 - c. Program Implementation
 - d. Human Resources
 - e. Items a, b and c
 - f. Items b, c and d
4. Provisions as Applicable include:
 - a. Executive Order on Terrorist Financing
 - b. Requirements for participant training
 - c. Prior Approval of International Air Travel
 - d. Items a and b
 - e. Items b and c
 - f. Items a and c
5. Substantial involvement by USAID typically includes:
 - a. USAID approval of annual work plans
 - b. USAID approval of Key Personnel
 - c. USAID approval of quarterly financial reports
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

6. Which of the following require a modification of your Cooperative Agreement?
- Change in the scope of work
 - Change in International Air Travel
 - Change in Key Personnel
 - Items a and b
 - Items a and c
 - All of the above

B) Participatory Monitoring and Evaluation

7. The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:
- Participation
 - Basic Indicators
 - Combined Methods for Collecting Data
 - Long-Term Process
 - All of the above
 - None of the above
8. *Monitoring* is the systematic gathering and analysis of information about what you are doing and who you are reaching.
- True False
9. *Evaluation* is the comparison of actual project impacts against agreed upon targets.
- True False

C) Performance Management

10. An annual workplan identifies program activities and timelines for the coming year.
- True False
11. A Results Framework is used for:
- Planning
 - Management
 - Auditing an organization's finances
 - Monitoring specific program outcomes
 - Items a, b and c
 - Items a, c and d
 - Items a, b and d
12. A good objective statement should:
- Have a single focus
 - Be clear, straightforward
 - Measure indicators
 - Items a and b
 - Items a and c
 - Items b and c

D) Financial Management and Reporting

13. The form you typically need to submit to request an advance is the:
- SF-269
 - SF-1034
 - SF-272
 - VAT Report

14. The form you typically need to submit to report cost share is the:
- SF-269
 - SF-1034
 - SF-272
 - VAT Report
15. Adequate supporting documentation must be provided for all payments. Adequate supporting documentation can be in the form of:
- An original invoice
 - A pro forma invoice
 - An original receipt
 - A time sheet (for salaries)
 - Items a, b and c
 - Items a, c and d
16. USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:
- No more than 12 months (1 fiscal year)
 - 3 months (one calendar quarter or 90 days)
 - Immediate needs (one month or 30 days)
 - None of the above
17. Deliverables typically required under your Cooperative Agreement include:
- Quarterly performance reports
 - Annual Workplan
 - Quarterly financial reports
 - Items a and b
 - Items a and c
 - All of the above
18. The following is included in a SF-269 financial report:
- Amount of USG dollars that have been expended to date
 - Amount of advance funds requested
 - Cost share contributed to date
 - All of the USG funding that has been obligated to date
 - Items a, c and d
 - Items a, b, and d

E) USAID Procurement Procedures

19. Procurement is the process of acquiring which of the following:
- Goods
 - Supplies
 - Technical Assistance
 - All of the above
 - None of the above
20. You must request approval from the Agreement Officer (AO) before acquiring the following:
- Items that were not listed in the original budget and restricted goods
 - Restricted goods only
 - Items not listed in the original budget only
 - All of items you procure
 - None of the items you procure

21. According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?
- \$100
 - \$1,500
 - \$3,000
 - \$5,000
 - None of the above

EXPERIENCE MANAGING A USAID COOPERATIVE AGREEMENT

On a scale of 1 to 5, please rate your ability to carry out the following (1 = low, 5 = high):

1	I am able to complete an SF-1034	1	2	3	4	5
2	I am able to write a Performance Management Plan (PMP)	1	2	3	4	5
3	I am able to create a Results Framework	1	2	3	4	5
4	I am able to apply client feedback and participatory practices in my work	1	2	3	4	5
5	I am able to write a development hypothesis	1	2	3	4	5
6	I am able to select performance indicators for my project	1	2	3	4	5
7	I am able to complete a Performance Indicator Reference Sheet (PIRS)	1	2	3	4	5
8	I am able to prepare an annual workplan that promotes achievement of a set of indicators	1	2	3	4	5
9	I am able to set targets that are appropriate to the baseline and end-of-project indicators	1	2	3	4	5
10	I am able to identify USAID standard provisions	1	2	3	4	5
11	I am able to identify the cost principles applicable to my Cooperative Agreement	1	2	3	4	5
12	I am able to comply with procurement procedures	1	2	3	4	5
13	I am able to describe how to generate cost share and how it may be used	1	2	3	4	5
14	I am able to describe factors that contribute to the successful Public Private Partnerships	1	2	3	4	5

**Pretoria DIMP Workshop 30 November-3 December 2009
Workshop Evaluation**

Your opinions and honest feedback are important to us, so PLEASE WRITE CLEARLY.

Workshop Sessions: In the chart below, you will find the titles of the sessions presented. Each session included a combination of the following components: presentation, slides, reference documents, discussion, activity.

1 Understanding your Cooperative Agreement	9 USAID Standard Provisions
2 Performance Management and a Plan to Do It	10 Financial Management
3 Building a Development Hypothesis (Results Framework – RF)	11 Financial Reporting
4 Selecting Good Performance Indicators	12 Cost Principles of USAID Cooperative Agreements
5 Setting Baselines and Targets	13 USAID Procurement Procedures
6 Completing the Performance Indicator Reference Sheet (PIRS)	14 Cost Share
7 Pulling It All Together in PMP	15 Resource Mobilization
8 The Importance of Client Feedback and Participatory Practices	

1. Please give up to three specific examples of things you learned from the sessions.

On a scale of 1 to 5, please rate the following items (1 = low, 5 = high)

2. Session 1

Understanding your Cooperative Agreement

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

3. Session 2

Performance Management and a Plan to Do It

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

4. Session 3

Building a Development Hypothesis (Results Framework – RF)

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

5. Session 4

Selecting Good Performance Indicators

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

6. Session 5

Setting Baselines and Targets

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

7. Session 6

Completing the Performance Indicator Reference Sheet (PIRS)

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

8. Session 7

Pulling All Together in PMP

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

9. Session 8

The Importance of Client Feedback and Participatory Practices

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

10. Session 9

USAID Standard Provisions

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

11. Session 10

Financial Management

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

12. Session 11

Financial Reporting

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

13. Session 12

Cost Principles of the USAID Cooperative Agreement

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

14. Session 13

USAID Procurement Procedures

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

15. Session 14

Cost Share

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

16. Session 15

Resource Mobilization

- a. This session was useful: 1 2 3 4 5
- b. This session was clear: 1 2 3 4 5

17. Please tell us the two sessions that were the most useful to you and why:

-
-

18. Please tell us the two sessions that were the least useful to you and why:

-
-

19. If you could add another topic to the workshop, what would it be?

Activities: In the chart below, you will find the titles of the ACTIVITIES associated with various sessions.

Session 1: Completing a Basic Information Sheet for your Cooperative Agreement	Session 6: Exercise completing the Performance Indicator Reference Sheet (PIRS)
Session 2: Small group analysis of PMP Case Study	Session 8: Discussion of participatory practices
Session 3: Small group work developing a Results Framework (RF)	Session 9: Exercise applying the USAID Standard Provisions
Session 4: Exercise evaluating grant indicators	Session 11: Completing the SF-1034 form
Session 5: Small group work applying a work plan matrix to grant indicators	Session 12: Exercise identifying allowable and unallowable costs and those that require approval from USAID
Session 5: Small group work setting baselines and targets	Session 13: Exercise on how approve and document procurements

20. Please tell us which activities were the most useful to you and why?

-
-
-

Overall: We are looking at ways to improve our workshop. Please answer the following questions:

21. Agree / Disagree:

This week, I learned something (i.e., gained at least one piece of knowledge, a strategy, an understanding of USAID Standard Provisions, etc.) related to managing my award that will assist me in my work.

22. What unexpected things did you learn from being at this workshop? Please be specific.

23. What is one thing about this workshop we should *not* change?

24. What is one thing about this workshop we *must* change?

Please share any other thoughts, ideas, recommendations or feedback not covered by the questions above. Please write clearly so we have your comments! Thank you!

DGP DIMP Dakar Workshop

Participant List

11- 5 January 2010

	Country	NGO	First Name	Surname	E-mail
1	DRC	Paul Carlson Partnership	Texa	Dembele Menda	texadembele@yahoo.fr
2	DRC	USAID/DRC	Augustin	Ngeleka	angeleka@usaid.gov
3	Mali	Near East Foundation	Yacouba	Deme	ydeme@neareast.org, nef.mali@neareast.org
4	Mali	USAID/Mali	Mamadou	Dembele	mdembele@usaid.gov
5	Mali	USAID/Mali	Jean	Harmon	jharman@usaid.gov
6	Nigeria	Partners for Development	Paul	Adejumo	pfdbauchi@gmail.com adejumopaul@yahoo.com
7	Nigeria	Partners for Development	Valerie	Power	pfdtanzaniavp@gmail.com
8	Senegal	AFAO	Ibrahima Thioub	Fall	fthioub@yahoo.fr
9	Senegal	AFAO	Amadou Ibrahima	Ndiaye	ibrahima107@hotmail.com
10	Senegal	AFAO	Ibrahima	Tall	tallxpress@hotmail.com
11	Senegal	AFAO	Khady Tall	Tall	afaosenegal@orange.sn
12	Senegal	CARITAS	Senghor	Alioune Adrien	caritaskl@arc.sn
13	Senegal	CARITAS	Diouf	Benoit	caritaskl@arc.sn
14	Senegal	CARITAS	Ely Paul	Biagui	caritaszg@orange.sn
15	Senegal	CARITAS	Devo	Celine Eugenie	caritaszg@orange.sn
16	Senegal	CARITAS	Sene Madeleine	Diahere	caritas@orange.sn
17	Senegal	CARITAS	Cecile	Rabier	cecilerabier@yahoo.fr
18	Senegal	CREPA	Fode Abou	Camara	fodeabou@yahoo.fr
19	Senegal	CREPA	Ndiogou	Niang	crepa@orange.sn
20	Senegal	CREPA	Cheikh	Sock	sockcheikh@yahoo.fr
21	Senegal	GADEC	Serigne Khadim	Dieng	diengkhadim@gmail.com
22	Senegal	GADEC	Boucar	Diouf	boucarmbaye@yahoo.fr
23	Senegal	GADEC	Ibrahima	Ndiaye	ibrandiay2000@yahoo.fr
24	Senegal	GESTES	Alpha	Ba	alphaba80@gmail.com
25	Senegal	GESTES	Fatou	Diop	fatdiops@yahoo.fr, fatdiops@ugb.sn
26	Senegal	GESTES	Ousmane	Niang	ouze11@yahoo.fr
27	Senegal	RADI	Astou	Camara	camara_astou@yahoo.fr
28	Senegal	RADI	Ibrahima	Diagne	idiagne@orange.sn
29	Senegal	RADI	Babacar	Diop	radipassy@yahoo.fr
30	Senegal	RADI	Tidiane	Fall	tidianef@yahoo.fr
31	Senegal	RADI	Thiam Mamadou	Lamine	mamaduu@gmail.com
32	Senegal	RADI	Dame	Sall	dsall@orange.sn
33	Senegal	RTI	Aboulaye	Barro	abarro@usaidpepam.rti.org
34	Senegal	RTI	Joseph	Coly	jcoly@usaidpepam.rti.org
35	Senegal	RTI	Nune	Mkrtchyan	nmkrtchyan@rti.org
36	Senegal	SYAFD	Mamadou	Diop	mamadou.diop75@orange.sn,

DGP DIMP Dakar Workshop
Participant List
 11- 5 January 2010

	Country	NGO	First Name	Surname	E-mail
37	Senegal	SYAFD	Bacary	Sane	syafd@orange.sn, syafdzig@hotmail.com
38	Senegal	USAID/Senegal	Sarah	Banashek	
39	Senegal	USAID/Senegal	Aaron	Brownell	abrownell@usaid.gov
40	Senegal	USAID/Senegal	Darlene	Cutshall	
41	Senegal	USAID/Senegal	Regina	Kolc	
42	Senegal	USAID/Senegal	Moustapha	Ly	mly@usaid.gov
43	Senegal	USAID/Senegal	Ailoune	Ndiaye	
44	Senegal	USAID/Senegal	Nicole	Tresh	
45	Senegal	USAID/Senegal	Brandy	Witthoft	bwitthoft@usaid.gov
46	Senegal	WAAME	Abdoulaye	Diame	abdoulayediame@waame.sn
47	Senegal	WAAME	Yves Etienne	Ngom	yvesngom@yahoo.fr
48	Sierra Leone	Baptist Convention of Sierra Leone	Thomas	Bangura	tmbangs1@yahoo.com
49	Zimbabwe	Zimbabwe Lawyers for Human Rights (ZLHR)	Connie	Nawaigo	connienawaigo@gmail.com

Kampala DIMP Workshop 8-11 December 2009 Agenda

Purpose of the workshop: To improve the capacity of grantees to plan and implement USAID-funded activities.

Objectives: By the end of this DIMP workshop, participants will be able to:

1. Prepare, refine, finalize a performance management plan (PMP): including objectives, indicators, baselines and targets;
2. Prepare Annual Work Plans as Life of Project (LOP) activity charts; and
3. Prepare required performance reports and quarterly Financial Reports.

Day 1: Tuesday—8 December 2009	
8:00 – 9:00	Registration/Pre-Workshop Assessment Participants will be given a pre-workshop assessment to complete.
9:00 – 9:15	Welcome & Introductions Welcome by Adele Liskov, ODP/PVC Division Chief; opening remarks by Catherine Moore, Deputy Mission Director; introduction of Barney Singer, CAP Director; Joan Goodin, CAP Associate Director; Jerry Harrison-Burns and Alexander Borovykh, M&E Trainers; and Robrecht Vanrykel, Finance and Compliance Trainer.
9:15 – 9:30	Agenda & Expectations – Joan Goodin Participant introductions and discussion of the workshop agenda, objectives, ground rules and expectations.
9:30 – 9:45	Overview of CAP Assistance – Barney Singer Explanation of CAP process: organizational assessment as a basis for capacity-building plans agreed to by grantees and Missions.
9:45 – 10:30	Understanding Your Cooperative Agreement – Barney Singer Plenary session to walk participants through Cooperative Agreements, emphasizing key concepts such as deliverables and “substantial involvement.”
10:30 – 10:45	Coffee Break
10:45 – 11:45	Performance Management and a Plan to Do It (PMP) – Jerry Harrison-Burns / Alexander Borovykh Review of Case development hypothesis. Plenary session on origins of Performance Management, ADS definition for development hypothesis. Plenary discussion of problem definition theory and application to developing Grant Objective as results statement with indicator(s). Small groups define Objective as a result and indicator(s)
11:45 – 12:45	Building a Development Hypothesis Results Framework – RF) – Jerry Harrison-Burns / Alexander Borovykh Review of Case Results Framework. Plenary discussion of use of the Key Questions to build a Results Framework from Grant Objective results statement. Small groups develop results frameworks with indicators.
12:45 – 1:45	Lunch
1:45 – 3:45	Building a Development Hypothesis Results Framework – RF) – Jerry Harrison-Burns / Alexander Borovykh Review of Case Results Framework. Plenary discussion of use of the Key Questions to build a Results Framework from Grant Objective results statement. Small groups develop results frameworks with indicators.
3:45 – 4:00	Coffee Break
4:00 – 6:00	Results Framework (RF) continued Small groups present RFs for technical assistance from Plenary and consultants.
6:00 – 6:15	Wrap up Day 1

Day 2: Wednesday—9 December 2009	
8:30 – 8:45	Comments and Questions from Previous Day
8:45 – 9:45	RF Report out and Feedback continued Small groups present RFs for technical assistance from Plenary and consultants.
9:45 – 10:45	Selecting Good Performance Indicators – Jerry Harrison-Burns / Alexander Borovykh Review of definitions, indicator standards, levels, types of indicators. Forced choice exercise to apply the standards to indicator selection. Task assignment to evaluate grant indicators using standards. Report out
10:45 – 11:00	Coffee Break
11:00 – 11:45	Selecting Good Performance Indicators continued
11:45 – 12:45	Setting Baselines and Targets – Jerry Harrison-Burns / Alexander Borovykh Review of baseline/target definitions and good practice. Plenary discussion of Case indicator Work Plan Matrix and Summary Data Table. Application of the Matrix to indicators for each Grant in small groups. Use of Summary Data Table to record targets. Question and Answer.
12:45 – 1:45	Lunch
1:45 – 2:45	Setting baselines and Targets continued
2:45 – 3:45	Completing the Performance Indicator Reference Sheet (PIRS) – Jerry Harrison-Burns / Alexander Borovykh Review Case PIRs and instructions for completion of PIRS form. Application to grant indicators.
3:45 – 4:00	Coffee Break
4:00 – 6:00	Completing the PIRS continued
6:00 – 6:15	Wrap up day 2

Day 3: Thursday—10 December 2009	
8:30 – 8:45	Comments and Questions from Previous Day
8:45 – 9:45	Completing the PIRS continued – Jerry Harrison-Burns / Alexander Borovykh Small groups present PIRS for technical assistance from Plenary and consultants. USAID presents integration of Grantee/Mission Results Frameworks and reporting.
9:45 – 11:00	Pulling it All Together in a PMP – Jerry Harrison-Burns / Alexander Borovykh Review of entire Case PMP against participant products. Question and Answer.
11:00 – 11:15	Coffee Break
11:15 – 12:15	The Importance of Client Feedback and Participatory Practices – Joan Goodin Plenary discussion about relations and communication with constituents and how feedback loops contribute to successful project management. A model for participatory project monitoring is provided.
12:15 – 1:15	Lunch

1:15 – 2:30	USAID Standard Provisions – Robrecht Vanrykel Applicable USG provisions will be covered, including USAID-specific regulations. The session will focus on mandatory provisions for US and non-US NGOs, along with the "required as applicable" provisions for both.
2:30 – 2:45	Coffee Break
2:45 – 4:00	Financial Management – Robrecht Vanrykel Topics will include an overview of best practices in financial management for non government organizations.
4:00 – 5:45	Financial Reporting – Robrecht Vanrykel Topics will include when to submit advance and liquidation requests and how to fill SF-269 and 1034 forms.
5:45 – 6:00	Wrap up day 3

Day 4: Friday—11 December 2009	
8:30 – 8:45	Comments and Questions from Previous Day
8:45 – 10:15	Cost Principles of USAID Cooperative Agreements – Robrecht Vanrykel The session will focus on cost principles essential to implement a project including A-122 requirements, maintenance of proper source documentation, and audit requirements (A-133).
10:15 – 10:30	Coffee Break
10:30 – 12:30	USAID Procurement Procedures – Robrecht Vanrykel This session will cover rules and regulations regarding procurement including competitive bidding, documentation, ineligible goods and services. Different scenarios will be presented for the participants to consider in light of these and other regulations.
12:30 – 1:45	Lunch
1:45 – 2:45	Cost Share – Robrecht Vanrykel This session will define cost share, identify USAID regulations that apply to cost share, determine allowable and unallowable forms of cost share; and explain how to report cost share.
2:45 – 3:00	Resource Mobilization – USAID Alliance Officer
3:00 – 3:30	Coffee Break and Post-Workshop Survey
3:30 – 4:00	Resources and Next Steps in Capacity Building – Barney Singer A demonstration of www.DGPCConnect.Net and discussion of other resources for DGP grantees.
4:00 – 4:15	Workshop Wrap Up /Expectations
4:15 – 4:45	Workshop Evaluation
4:45 – 5:15	Closing Ceremony Conferring of Workshop Completion Certificates

Kampala DIMP Workshop 8-11 December 2009
Participant Pre/Post Knowledge Results
SUMMARY
Questions 2-21 Multiple Choice or True/False

	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions relate to:		Q4: Provisions as Applicable include:		Q5: Substantial Involvement by USAID typically includes:		Q6: Which of the following require a modification of your Cooperative Agreement?		Q7: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:		Q8: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	17	18	17	18	17	18	17	18	17	18	17	18	17	18
Total Correct Answers	2	4	1	10	3	5	0	3	7	6	11	14	15	18
Perc. Correct Answers	12%	22%	6%	56%	18%	28%	0%	17%	41%	33%	65%	78%	88%	100%

	Q9: Evaluation is the comparison of actual project impacts against agreed upon targets.		Q10: An annual work plan identifies program activities and timelines for the coming year.		Q11: A Results Framework is used for:		Q12: A good objective statement should:		Q13: The form you typically need to submit to request an advance is:		Q14: The form you typically need to submit to report cost share is:		Q15: Adequate supporting document must be provided for all documents. Adequate supporting documentation can be in the form of:		Q16: USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	17	18	17	18	18	18	17	18	17	18	17	18	17	18	17	18
Total Correct Answers	14	18	12	14	8	13	5	8	4	13	4	13	7	11	0	3
Perc. Correct Answers	82%	100%	71%	78%	44%	72%	29%	44%	24%	72%	24%	72%	41%	61%	0%	17%

	Q17: Deliverables typically required under your Cooperative Agreement include:		Q18: The following is included in a SF-269 financial report:		Q19: Procurement is the process of acquiring which of the following:		Q20: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q21: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods and services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	17	18	17	18	17	18	17	18	17	18
Total Correct Answers	12	12	5	9	14	17	6	9	4	9
Perc. Correct Answers	71%	67%	29%	50%	82%	94%	35%	50%	24%	50%

Kampala DIMP Workshop 8-11 December 2009
Participant Pre/Post Knowledge Results
Questions 2-21 Multiple Choice or True/False

Participant Number	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions relate to:		Q4: Provisions as Applicable include:		Q5: Substantial Involvement by USAID typically includes:		Q6: Which of the following require a modification of your Cooperative Agreement?		Q7: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:		Q8: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	f		n/a		c		f		e		e		T	
2	f	f	e	f	e	f	f	f	f	e	e	e	T	T
3	f	f	b	f	a	d	f	f	e	f	a	a	T	T
4	f	f	bc	f	n/a	f	f	f	c	b	b	b	T	T
5	f	f	e	e	d	f	f	f	f	f	e	e	T	T
6	f	f	f	f	e	b	f	d	f	f	e	e	T	T
7	f	f	b	b	a	a	f	f	a	f	n/a	e	T	T
8	f	f	n/a	f	n/a	e	n/a	f	n/a	c	n/a	e	n/a	T
9	f	f	ac	b	n/a	n/a	f	a	n/a	a	e	c	T	T
10	f	f	e	f	b	e	f	e	e	e	e	e	T	T
11	f	f	c	f	d	a	f	a	f	a	e	e	T	T
12	n/a	f	e	n/a	n/a	n/a	n/a	d	n/a	n/a	n/a	n/a	n/a	T
13	a	f	b	e	a	a	a	f	b	a	e	e	T	T
14	f	d	abcd	e	f	f	f	d	e	e	e	e	T	T
15	e	d	e	f	e	e	e	f	e	e	e	e	T	T
16	d	d	e	e	d	f	f	f	e	e	ab	e	T	T
17	d	d	e	f	n/a	e	f	f	e	n/a	e	e	T	T
18		f		f		e		e		a		e		T
19		f		e		f		f		e		e		T
Total Respondents	17	18	17	18	17	18	17	18	17	18	17	18	17	18
Total Correct Ans.	2	4	1	10	3	5	0	3	7	6	11	14	15	18
Perc. Correct Ans.	12%	22%	6%	56%	18%	28%	0%	17%	41%	33%	65%	78%	88%	100%

Participant Number	Q9: Evaluation is the comparison of actual project impacts against agreed upon targets.		Q10: An annual work plan identifies program activities and timelines for the coming year.		Q11: A Results Framework is used for:		Q12: A good objective statement should:		Q13: The form you typically need to submit to request an advance is:		Q14: The form you typically need to submit to report cost share is:		Q15: Adequate supporting document must be provided for all documents. Adequate supporting documentation can be in the form of:		Q16: USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	T		T		g		f		n/a		a		f		a	
2	T	T	T	T	g	g	f	f	c	c	d	b	f	f	d	d
3	T	T	T	T	e	g	d	e	b	a	a	a	e	e	b	b
4	T	T	T	T	a	d	c	f	a	c	n/a	a	e	e	a	b
5	T	T	T	T	g	g	f	d	c	c	a	a	f	f	a	b
6	T	T	n/a	T	g	g	f	d	n/a	c	n/a	a	e	f	n/a	c
7	T	T	T	T	g	g	d	d	a	c	a	a	f	e	a	a
8	n/a	T	n/a	T	n/a	g	n/a	f	n/a	c	n/a	a	n/a	e	n/a	n/a
9	F	T	T	T	d	b	f	d	n/a	a	n/a	c	e	a	n/a	d
10	T	T	T	T	e	g	f	d	a	c	b	a	f	f	d	d
11	T	T	n/a	T	a	e	f	f	n/a	a	n/a	c	e	f	n/a	n/a
12	n/a	T	T	n/a	n/a	n/a	n/a	n/a	n/a	c	n/a	a	e	f	n/a	b
13	T	T	F	F	g	g	b	f	a	d	b	d	b	a	a	b
14	T	T	T	n/a	g	g	f	f	c	c	b	a	e	f	b	b
15	T	T	T	T	d	g	d	d	a	c	b	a	f	f	b	c
16	T	T	T	T	e	g	d	f	c	a	n/a	c	n/a	e	n/a	b
17	T	T	F	n/a	g	g	d	d	n/a	c	n/a	a	f	f	a	b
18		T		T		f		e		c		a		f		c
19		T		T		g		d		c		a		f		b
Total Respondents	17	18	17	18	18	18	17	18	17	18	17	18	17	18	17	18
Total Correct Ans.	14	18	12	14	8	13	5	8	4	13	4	13	7	11	0	3
Perc. Correct Ans.	82%	100%	71%	78%	44%	72%	29%	44%	24%	72%	24%	72%	41%	61%	0%	17%

Participant Number	Q17: Deliverables typically required under your Cooperative Agreement include:		Q18: The following is included in a SF-269 financial report:		Q19: Procurement is the process of acquiring which of the following:		Q20: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q21: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	f		e		d		d		n/a	
2	f	f	f	a	d	d	a	a	b	d
3	f	f	c	f	d	d	a	d	n/a	c
4	f	f	d	d	d	d	b	b	d	c
5	f	f	f	f	d	d	d	d	c	c
6	f	f	e	e	d	d	d	d	n/a	c
7	f	f	e	e	d	d	a	a	d	c
8	n/a	f	n/a	n/a	n/a	d	n/a	a	n/a	d
9	n/a	n/a	n/a	n/a	d	d	d	a	n/a	d
10	f	e	d	f	d	d	a	d	n/a	n/a
11	f	f	n/a	d	a	a	d	c	e	d
12	n/a	d	n/a	e	ab	d	n/a	a	n/a	n/a
13	e	f	d	e	d	d	b	e	c	n/a
14	f	e	e	e	d	d	a	b	d	c
15	f	f	e	e	d	d	a	a	c	c
16	n/a	e	n/a	e	d	d	d	a	n/a	d
17	f	f	n/a	e	d	d	d	c	n/a	c
18		b		b		d		a		b
19		f		e		d		a		c
Total Respondents	17	18	17	18	17	18	17	18	17	18
Total Correct Ans.	12	12	5	9	14	17	6	9	4	9
Perc. Correct Ans.	71%	67%	29%	50%	82%	94%	35%	50%	24%	50%

**Kampala DIMP Workshop 8-11 December 2009
Participant Pre/Post Self-Efficacy Results**

	1		2		3		4		5		# of answers	
	Pre	Post	Pre total	Post total								
1	4	0	3	2	1	1	3	7	1	7	12	17
2	3	0	1	2	5	4	4	5	1	6	14	17
3	3	0	0	3	6	1	4	6	1	6	14	16
4	1	1	2	1	6	5	3	6	2	4	14	17
5	1	1	2	2	6	4	2	6	1	4	12	17
6	1	0	2	2	2	1	7	8	2	6	14	17
7	2	0	1	1	6	5	2	5	2	6	13	17
8	1	1	2	0	4	4	2	7	4	5	13	17
9	1	0	2	1	5	5	3	7	3	4	14	17
10	1	0	1	1	9	5	1	5	2	6	14	17
11	2	0	1	1	6	3	4	7	0	6	13	17
12	1	0	1	0	3	2	7	8	2	7	14	17
13	2	0	3	2	7	3	2	4	0	8	14	17
14	3	0	1	2	9	8	0	6	1	1	14	17
Totals	26	3	22	20	75	51	44	87	22	76		

Kampala DIMP Workshop 8-11 December 2009
Self-Efficacy Percentages based on Low and High Scores

		Pre Test		Post Test	
1	I am able to complete an SF-1034	58%	1,2	82%	4,5
2	I am able to write a Performance Management Plan (PMP)	29%	1,2	65%	4,5
3	I am able to create a Results Framework	21%	1,2	75%	4,5
4	I am able to apply client feedback and participatory practices in my work	21%	1,2	59%	4,5
5	I am able to write a development hypothesis	25%	1,2	59%	4,5
6	I am able to select performance indicators for my project	21%	1,2	82%	4,5
7	I am able to complete a Performance Indicator Reference Sheet (PIRS)	23%	1,2	65%	4,5
8	I am able to prepare an annual work plan that promotes achievement of a set of indicators	23%	1,2	71%	4,5
9	I am able to set targets that are appropriate to the baseline and end-of-project indicators	21%	1,2	65%	4,5
10	I am able to identify USAID standard provisions	14%	1,2	65%	4,5
11	I am able to identify the cost principles applicable to my Cooperative Agreement	23%	1,2	76%	4,5
12	I am able to comply with procurement procedures	14%	1,2	88%	4,5
13	I am able to describe how to generate cost share and how it may be used	36%	1,2	71%	4,5
14	I am able to describe factors that contribute to the successful Public Private Partnerships	29%	1,2	41%	4,5

Kampala DIMP Workshop 8-11 December 2009
Participant Evaluation—Verbatim Responses

Responses to Question 1: Specific Examples of Participant Learning

- Pulling it all together in a PMP (IIII I)
- Selecting Good Performance Indicators (IIII)
- Cost share (IIII)
- Understanding Financial Management (III)
- Understanding my Cooperative Agreement (III)
- USAID procurement (II)
- Building a Development Hypothesis/How to Create a Results Framework (II)
- Completing a PIRS (II)
- Financial Reporting (IIII)
- Cost Principles for NGOs
- Setting baselines and targets
- Standard Provisions
- The importance of monitoring
- The fewer indicators the better, they need to be specific

Responses to Question 17: Most Useful Sessions

- USAID Procurement (IIII)
- Financial Management (IIII)
- Pulling it all together in a PMP (IIII)
- Financial Reporting (IIII)
- How to Select Performance Indicators (III)
- Understanding your Cooperative Agreement (III)
- Building a Development Hypothesis/How to Create a Results Framework (II)
- Cost Share (I)
- Cost Principles (I)

Responses to Question 18: Least Useful Sessions

- Building Development Hypothesis (III)
- Resource mobilization (II)
- The importance of client feedback (II)
- Cost Share (II)
- Setting baselines and targets, grantees ought to have done this previously
- Pulling it all together in a PMP
- Financial
- PIRS

Responses to Question 19: Additional Suggested Topics

- Reporting (II)
- The ethics of implementation
- How to conduct a baseline survey and analyze results
- What happens if a grantees does not meet requirements/expectations of USAID
- How to develop a proposal to meet an objective
- Logos—can an organization that receives a grant have a logo for the project?
- Once the PMP section is complete, time for groups to synthesize what we worked on
- Elements/Guidelines to preparing proposals for USAID funding

Responses to Question 20: Most Useful Activities

- Financial Reporting/ Completing the SF-1034/SF-270 (IIII II)
- Cost Principles/ Identifying Allowable/Unallowable costs (IIII I)
- USAID Procurement Procedures (IIII)
- Selecting Good Performance Indicators (IIII)
- PMP Case Study (IIII)
- Building a Development Hypothesis/Results Framework (III)
- Completing the PIRS (II)
- USAID Standard Provisions exercise (II)
- Setting Baselines and Targets (I)
- CA Basic Information Sheet (I)
- Discussion of participatory practices (I)
- All

Responses to Question 22: Unexpected Learning

- PMP (II)
- That USAID/DGP is extremely accessible and will be helpful to us after this workshop!
- Cost share cannot come from other USG funds
- Development hypothesis
- Surprised that the workshop provided a good opportunity to learn
- Cooperative Agreement
- Financial System

Responses to Question 23: Things NOT to Change

- The content (II)
- Encouraging participation (II)
- Activities such as the procurement process (II)
- Finance
- Data presentation
- Session on Cooperative Agreement
- Well organized

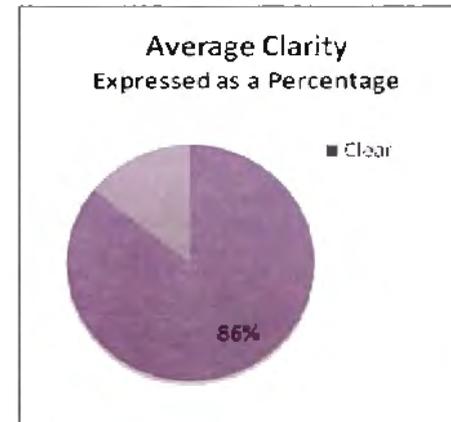
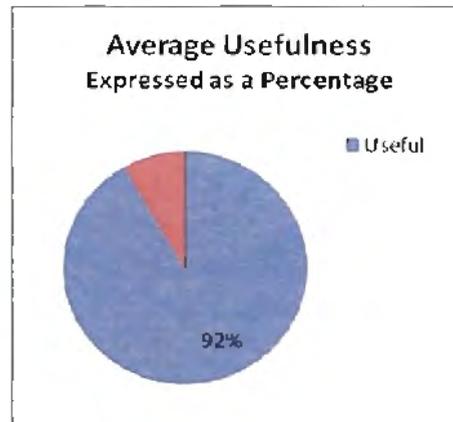
Responses to Question 24: Things TO Change

- PMP Session is dry
- All participants should stay in the same place. Start and end time of sessions should be friendly
- Strict time keeping
- Finishing time. People get tired
- Send materials to participants 1-3 months before the workshop
- Plan a 'free' day in the middle of the workshop
- PIRS, development Hypothesis

**Kampala DIMP Workshop 8-11 December 2009
Participant Evaluation—Quantitative Responses
SUMMARY**

<i>Total Kampala Responses</i>		
	Useful	Clear
Average	4.59	4.29
Minimum	4	3.5
Maximum	5	4.7

Rated on 1 to 5 scale (1=low, 5=high)



	Session 1: Understanding Your Cooperative Agreement		Session 2: Performance Management and a Plan to Do It		Session 3: Building a Development Hypothesis (Results Framework - RF)		Session 4: Selecting Good Performance Indicators		Session 5: Setting Baselines and Targets		Session 6: Completing the Performance Indicator Reference Sheet (PIRS)		Session 7: Pulling All Together in PMP		Session 8: The importance of Client Feedback and Participatory Practices	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Average	4.8	4.4	4.6	4.2	4.0	3.5	4.6	4.6	4.4	4.1	4.5	4.2	4.4	4.1	4.5	4.1

	Session 9: USAID Standard Provisions		Session 10: Financial Management		Session 11: Financial Reporting		Session 12: Cost Principles of the USAID Cooperative Agreement		Session 13: USAID Procurement Procedures		Session 14: Cost Share		Session 15: Resource Mobilization	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Average	4.6	4.3	4.9	4.5	4.9	4.6	4.6	4.3	5.0	4.7	4.6	4.6	4.4	4.1

Kampala DIMP Workshop 8-11 December 2009
Participant Evaluation—Quantitative Responses
Rated on 1 to 5 scale (1=low, 5=high)

Participant Number	Session 1: Understanding Your Cooperative Agreement		Session 2: Performance Management and a Plan to Do It		Session 3: Building a Development Hypothesis (Results Framework - RF)		Session 4: Selecting Good Performance Indicators		Session 5: Setting Baselines and Targets		Session 6: Completing the Performance Indicator Reference Sheet (PIRS)		Session 7: Pulling All Together in PMP		Session 8: The importance of Client Feedback and Participatory Practices	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
1	4	4	4	4	3	3	4	4	4	4	4	4	4	4	5	4
2	5	5	5	5	5	5	5	5	5	4	5	3	5	4	4	4
3	5	4	5	4	4	4	5	5	5	5	4	4	4	3	4	5
4	5	4	4	3	2	1	4	3	1	2	2	2	2	3	4	4
5	5	5	4	4	4	3	5	5	4	4	5	5	4	4	4	4
6	5	5	5	5	4	4	5	5	5	5	5	5	5	5	4	4
7	5	5	4	4	5	5	4	5	5	4	4	4	5	5	5	4
8	4	4	4	4	3	3	5	5	5	5	5	5	5	5	5	5
9	4	2	4	3	3	2	3	4	3	3	5	5	4	3	4	3
10	5	4	5	4	5	4	5	4	5	4	5	4	5	4	5	4
11	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	5
12	5	5	5	5	4	4	5	5	5	5	4	4	4	4	4	4
13	5	4	5	4	5	4	5	4	5	4	5	4	5	4	5	4
14	5	5	5	5	4	3	5	5	5	5	5	5	4	4	5	4
Aver.	4.8	4.4	4.6	4.2	4.0	3.5	4.6	4.6	4.4	4.1	4.5	4.2	4.4	4.1	4.5	4.1

Participant Number	Session 9: USAID Standard Provisions		Session 10: Financial Management		Session 11: Financial Reporting		Session 12: Cost Principles of the USAID Cooperative Agreement		Session 13: USAID Procurement Procedures		Session 14: Cost Share		Session 15: Resource Mobilization	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
1	4	4	5	5	5	5	5	5	5	5	5	5	5	5
2	5	5	5	4	5	4	4	4	5	4	5	5	5	4
3	5	3	5	4	5	4	4	4	5	3	5	4	5	4
4	5	5	5	5	5	5	3	4	5	5	4	3	2	4
5	4	4	4	4	5	5	4	4	5	5	4	4	4	4
6	4	4	4	4	4	4	4	4	5	5	5	5	4	4
7	5	5	5	5	5	5	5	5	5	5	5	5	5	5
8	5	5	5	5	5	5	5	5	5	5	5	5	5	5
9	4	3	5	4	5	4	5	3	5	5	5	5	4	2
10	5	4	5	4	5	5	5	4	5	4	5	5	5	4
11	4	5	5	5	5	5	5	5	5	5	4	5	5	4
12	5	5	5	5	5	5	5	5	5	5	5	5	5	5
13	5	4	5	4	5	4	5	4	5	5	5	4	4	3
14	4	4	5	5	5	5	5	4	5	5	2	5	3	4
Aver.	4.6	4.3	4.9	4.5	4.9	4.6	4.6	4.3	5.0	4.7	4.6	4.6	4.4	4.1

Kampala DIMP Workshop 8-11 December 2009
Pre-/Post-Workshop Assessment

Name: _____

Date: December 8, 2009

What do you hope to learn at this workshop? *(Only on the Pre Workshop Assessment Questionnaire)*

- 1.
- 2.
- 3.

Please circle ONE answer to each of the following questions.

A) Understanding the Cooperative Agreement

1. Have you read your entire Cooperative Agreement? Yes No
2. Your Cooperative Agreement includes the following:
 - a. Award Letter
 - b. Program Description
 - c. U.S. Code of Federal Regulations
 - d. Items a and b
 - e. Items a and c
 - f. All of the above
3. Mandatory Standard Provisions relate to:
 - a. Performance Indicators
 - b. Procurement
 - c. Program implementation
 - d. Human Resources
 - e. Items a, b and c
 - f. Items b, c and d
4. Provisions as Applicable include:
 - a. Executive Order on Terrorist Financing
 - b. Requirements for participant training
 - c. Prior Approval of International Air Travel
 - d. Items a and b
 - e. Items b and c
 - f. Items a and c
5. Substantial involvement by USAID typically includes:
 - a. USAID approval of annual work plans
 - b. USAID approval of Key Personnel
 - c. USAID approval of quarterly financial reports
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

6. Which of the following require a modification of your Cooperative Agreement?
- a. Change in the scope of work
 - b. Change in International Air Travel
 - c. Change in Key Personnel
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

B) Participatory Monitoring and Evaluation

7. The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:
- a. Participation
 - b. Basic Indicators
 - c. Combined Methods for Collecting Data
 - d. Long-Term Process
 - e. All of the above
 - f. None of the above
8. *Monitoring* is the systematic gathering and analysis of information about what you are doing and who you are reaching.
- True False
9. *Evaluation* is the comparison of actual project impacts against agreed upon targets.
- True False

C) Performance Management

10. An annual workplan identifies program activities and timelines for the coming year.
- True False
11. A Results Framework is used for:
- a. Planning
 - b. Management
 - c. Auditing an organization's finances
 - d. Monitoring specific program outcomes
 - e. Items a, b and c
 - f. Items a, c and d
 - g. Items a, b and d
12. A good objective statement should:
- a. Have a single focus
 - b. Be clear, straightforward
 - c. Measure indicators
 - d. Items a and b
 - e. Items a and c
 - f. Items b and c

D) Financial Management and Reporting

13. The form you typically need to submit to request an advance is the:
- a. SF-269
 - b. SF-1034
 - c. SF-270
 - d. VAT Report

14. The form you typically need to submit to report cost share is the:
 - a. SF-269
 - b. SF-1034
 - c. SF-270
 - d. VAT Report

15. Adequate supporting documentation must be provided for all payments. Adequate supporting documentation can be in the form of :
 - a. An original invoice
 - b. A pro forma invoice
 - c. An original receipt
 - d. A time sheet (for salaries)
 - e. Items a, b and c
 - f. Items a, c and d

16. USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:
 - a. No more than 12 months (1 fiscal year)
 - b. 3 months (one calendar quarter or 90 days)
 - c. Immediate needs (one month or 30 days)
 - d. None of the above

17. Deliverables typically required under your Cooperative Agreement include:
 - a. Quarterly performance reports
 - b. Annual Workplan
 - c. Quarterly financial reports
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

18. The following is included in a SF-269 financial report:
 - a. Amount of USG dollars that have been expended to date
 - b. Amount of advance funds requested
 - c. Cost share contributed to date
 - d. All of the USG funding that has been obligated to date
 - e. Items a, c and d
 - f. Items a, b, and d

E) USAID Procurement Procedures

19. Procurement is the process of acquiring which of the following:
 - a. Goods
 - b. Supplies
 - c. Technical Assistance
 - d. All of the above
 - e. None of the above

20. You must request approval from the Agreement Officer (AO) before acquiring the following:
 - a. Items that were not listed in the original budget and restricted goods
 - b. Restricted goods only
 - c. Items not listed in the original budget only
 - d. All of items you procure
 - e. None of the items you procure

21. According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?
- \$100
 - \$1,500
 - \$3,000
 - \$5,000
 - None of the above

EXPERIENCE MANAGING A USAID COOPERATIVE AGREEMENT

On a scale of 1 to 5, please rate your ability to carry out the following (1 = low, 5 = high):

1	I am able to complete an SF-270	1	2	3	4	5
2	I am able to write a Performance Management Plan (PMP)	1	2	3	4	5
3	I am able to create a Results Framework	1	2	3	4	5
4	I am able to apply client feedback and participatory practices in my work	1	2	3	4	5
5	I am able to write a development hypothesis	1	2	3	4	5
6	I am able to select performance indicators for my project	1	2	3	4	5
7	I am able to complete a Performance Indicator Reference Sheet (PIRS)	1	2	3	4	5
8	I am able to prepare an annual workplan that promotes achievement of a set of indicators	1	2	3	4	5
9	I am able to set targets that are appropriate to the baseline and end-of-project indicators	1	2	3	4	5
10	I am able to identify USAID standard provisions	1	2	3	4	5
11	I am able to identify the cost principles applicable to my Cooperative Agreement	1	2	3	4	5
12	I am able to comply with procurement procedures	1	2	3	4	5
13	I am able to describe how to generate cost share and how it may be used	1	2	3	4	5
14	I am able to describe factors that contribute to the successful Public Private Partnerships	1	2	3	4	5

**Kampala DIMP Workshop 8-11 December 2009
Workshop Evaluation**

Your opinions and honest feedback are important to us, so **PLEASE WRITE CLEARLY.**

Workshop Sessions: In the chart below, you will find the titles of the sessions presented. Each session included a combination of the following components: presentation, slides, reference documents, discussion, activity.

1 Understanding your Cooperative Agreement	9 USAID Standard Provisions
2 Performance Management and a Plan to Do It	10 Financial Management
3 Building a Development Hypothesis (Results Framework – RF)	11 Financial Reporting
4 Selecting Good Performance Indicators	12 Cost Principles of USAID Cooperative Agreements
5 Setting Baselines and Targets	13 USAID Procurement Procedures
6 Completing the Performance Indicator Reference Sheet (PIRS)	14 Cost Share
7 Pulling It All Together in PMP	15 Resource Mobilization
8 The Importance of Client Feedback and Participatory Practices	

1. Please give up to three specific examples of things you learned from the sessions.

On a scale of 1 to 5, please rate the following items (1 = low, 5 = high)

2. Session 1

Understanding your Cooperative Agreement

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

3. Session 2

Performance Management and a Plan to Do It

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

4. Session 3

Building a Development Hypothesis (Results Framework – RF)

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

5. Session 4

Selecting Good Performance Indicators

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

6. Session 5

Setting Baselines and Targets

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

7. Session 6

Completing the Performance Indicator Reference Sheet (PIRS)

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

8. Session 7

Pulling All Together in PMP

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

9. Session 8

The Importance of Client Feedback and Participatory Practices

a. This session was useful: 1 2 3 4 5

b. This session was clear: 1 2 3 4 5

10. Session 9

USAID Standard Provisions

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

11. Session 10

Financial Management

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

12. Session 11

Financial Reporting

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

13. Session 12

Cost Principles of the USAID Cooperative Agreement

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

14. Session 13

USAID Procurement Procedures

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

15. Session 14

Cost Share

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

16. Session 15

Resource Mobilization

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

17. Please tell us the two sessions that were the most useful to you and why:

-
-

18. Please tell us the two sessions that were the least useful to you and why:

-
-

19. If you could add another topic to the workshop, what would it be?

Activities: In the chart below, you will find the titles of the ACTIVITIES associated with various sessions.

Session 1: Completing a Basic Information Sheet for your Cooperative Agreement	Session 6: Exercise completing the Performance Indicator Reference Sheet (PIRS)
Session 2: Small group analysis of PMP Case Study	Session 8: Discussion of participatory practices
Session 3: Small group work developing a Results Framework (RF)	Session 9: Exercise applying the USAID Standard Provisions
Session 4: Exercise evaluating grant indicators	Session 11: Completing the SF-270
Session 5: Small group work applying a work plan matrix to grant indicators	Session 12: Exercise identifying allowable and unallowable costs and those that require approval from USAID
Session 5: Small group work setting baselines and targets	Session 13: Exercise on how approve and document procurements

20. Please tell us which activities were the most useful to you and why?

-
-
-

Overall: We are looking at ways to improve our workshop. Please answer the following questions:

21. Agree / Disagree:

This week, I learned something (i.e., gained at least one piece of knowledge, a strategy, an understanding of USAID Standard Provisions, etc.) related to managing my award that will assist me in my work.

22. What unexpected things did you learn from being at this workshop? Please be specific.

23. What is one thing about this workshop we should **not** change?

24. What is one thing about this workshop we **must** change?

Please share any other thoughts, ideas, recommendations or feedback not covered by the questions above. Please write clearly so we have your comments! Thank you!

DGP DIMP Kampala Workshop
Participant List
8-11 December 2009

	Country	NGO	First Name	Surname	E-mail
1	Ethiopia	Lifewater, International	Tessema	Hirbaye	tessemahr@yahoo.com
2	Ethiopia	People for People, Inc.	Frank	Robinson	frobinson@peopleforpeople.org
3	Ethiopia	USAID/Ethiopia	Sileshi	Damte	sdamte@usaid.gov
4	Rwanda	Never Again Rwanda	Protasi	Butera	probutera@yahoo.co.uk
5	Rwanda	Never Again Rwanda	Patrick	Gafurumba	info@neveragainrwanda.org
6	Sierra Leone	Baptist Convention of Sierra Leone	James	Kamara	bcslhq@yahoo.ca
7	Tanzania	Floestra USA, Inc.	Edith	Banzi	edithbanzi@hotmail.com
8	Tanzania	Floestra USA, Inc.	Richard	Mhina	mhina45@yahoo.com
9	Tanzania	USAID/Tanzania	Matthew	Sumpter	msumpter@usaid.gov
10	Timor Leste	Church World Service	Martinha	da Costa	martinha@cwseasttimor.org
11	Timor Leste	Church World Service	Anna	Delia-Martins	a_martins@cwseasttimor.org
12	Timor Leste	Xanana Trust	Luisa	Goncalo	luisagoncalo@hotmail.com
13	Uganda	Alliance for Youth Achievement (AYA)	Vincents	Okethcwinyu	pavincee@yahoo.com
14	Uganda	Alliance for Youth Achievement (AYA)	Mary	Abigaba	mnabigaba@yahoo.com
15	Uganda	Alliance for Youth Achievement (AYA)	Mandy Stinnett	Adkins	mandy@allforyouth.org
16	Uganda	Alliance for Youth Achievement (AYA)	Fred	Afwai	fafwai@yahoo.co.uk
17	Uganda	Alliance for Youth Achievement (AYA)	Hellen	Owani	upliftmentministry@yahoo.com
18	Uganda	Kigezi Diocese	Reuben	Byomuhangi	reubenbyomuhangi@yahoo.com
19	Uganda	Kigezi Diocese	Aheebwa	Roggers	aheebwaroggers@yahoo.co.uk
20	Uganda	Kigezi Diocese	Philip	Tibenderana	kdwd@infocom.co.ug
21	Uganda	Visions in Action	Kristen	Cahlil	kcahill@visionsinaction.org
22	Uganda	Visions in Action	Okwera	Collins	ocollins@visionsinaction.org

Dakar DIMP Workshop 11-15 January 2010 Agenda

Purpose of the workshop: To improve the capacity of grantees to plan and implement USAID-funded activities.

Objectives: By the end of this DIMP workshop, participants will be able to:

1. Prepare or refine a performance management plan (PMP), including results, indicators, baselines and targets; and
2. Prepare required performance reports and financial reports.

Finalité de l'Atelier: Améliorer la capacité des bénéficiaires à planifier et mettre en œuvre les activités financées par l'USAID.

Objectifs: Avant la fin de cet Atelier DIMP, les participants seront capables de :

1. Préparer ou peaufiner un Plan de Gestion de Performance (PGP) y compris les résultats, les indicateurs, les marges et les cibles;
2. Préparer les rapports de performance et les rapports Financiers Trimestriels exigés.

Day 1: Monday—11 January 2010 / Jour 1: lundi—11 janvier 2010	
8:00 – 9:00	<p>Registration/Pre-Workshop Assessment Participants will be given a pre-workshop assessment to complete.</p> <hr/> <p>Inscription/Évaluation Pré-Atelier Les participants recevront un formulaire d'évaluation pré-atelier qu'ils devront remplir.</p>
9:00 – 9:15	<p>Welcome & Introductions Welcome by Adele Liskov, ODP/PVC Division Chief; introduction of Barney Singer, CAP Director; Joan Goodin, CAP Associate Director; Jerry Harrison-Burns and Anna Mecagni, M&E Trainers; Takady Konate, Finance and Compliance Trainer; and Bethany Mahler, Logistics Coordinator.</p> <hr/> <p>Accueil & Présentations Accueil par Adele Liskov, Chef de Division ODP/PVC; présentation de Barney Singer, Directeur CAP; Joan Goodin, Administrateur Associé CAP; Jerry Harrison-Burns et Anna Mecagni, Formateurs S&E; et Takady Konate, Formateur Finance et Conformité; et Bethany Mahler, Coordinatrice de la Logistique.</p>
9:15 – 10:00	<p>Agenda & Expectations – Barney Singer and Joan Goodin Participant introductions and discussion of the workshop agenda, objectives, ground rules and expectations. Choose Eye & Ear.</p> <hr/> <p>Programme & Attentes – Joan Goodin Présentation des participants et analyse de l'agenda, des objectifs, du règlement et des attentes de l'atelier. Choses Vues & Entendues.</p>
10:00 – 11:00	<p>Understanding Your Cooperative Agreement – Barney Singer Plenary session to walk participants through Cooperative Agreements, emphasizing key concepts such as deliverables and “substantial involvement.”</p> <hr/> <p>Comprendre Votre Accord de Coopération – Barney Singer Session plénière pour conduire les participants dans les dédales des Accords de Coopération, en mettant l'accent sur les concepts clés tel que les produits à exécuter et “l'implication substantielle.”</p>

11:00 – 11:15	Coffee Break / Pause-Café
11:15 – 12:15	<p>Performance Management and a Plan to Do It (PMP) – Jerry Harrison-Burns / Anna Mecagni Plenary session on Performance Management, ADS definitions, and Performance Management Plan.</p> <hr/> <p>La Gestion de la Performance et un Plan Pour Le Faire – Jerry Harrison-Burns / Anna Mecagni – Jerry Harrison-Burns / Anna Mecagni Session plénière sur la Gestion de Performance, les définitions de l'ADS, et le Plan de Gestion de Performance.</p>
12:15 – 1:15	<p>Building a Development Hypothesis Results Framework (RF) – Jerry Harrison-Burns / Anna Mecagni Translation of Cooperative Agreement Technical Approach into project causal logic.</p> <hr/> <p>Élaboration de l'Hypothèse du Cadre des Résultats – Jerry Harrison-Burns / Anna Mecagni Traduction de l'Approche technique de l'Accord de Coopération en logique causale du projet.</p>
1:15 – 2:15	Lunch / Déjeuner
2:15 – 4:15	<p>Building a Development Hypothesis Results Framework (RF) – Jerry Harrison-Burns / Anna Mecagni Translation of project causal logic into Project Results and Results Framework.</p> <hr/> <p>Élaboration de l'Hypothèse du Cadre des Résultats – Jerry Harrison-Burns / Anna Mecagni Traduction de la logique causale du projet en Résultats du Projet et en Cadre des Résultats.</p>
4:15 – 4:30	Coffee Break / Pause-Café
4:30 – 6:00	<p>Results Framework (RF) continued Small groups present RFs for technical assistance (Plenary).</p> <hr/> <p>Cadre des Résultats (suite) Les petits groupes présentent leurs Cadres de Résultats pour l'assistance technique (Plénière).</p>
6:00 – 6:15	Wrap up Day 1. Eye & Ear Reports / Synthèse Jour 1. Choses Vues & Entendues
6:30 – 7:30	Welcome Reception / Réception d'Accueil

Day 2: Tuesday—12 January 2010 / Jour 2: mardi—12 janvier 2010	
8:30 – 8:45	<p>Comments and Questions from Previous Day – Choose Eye & Ear</p> <hr/> <p>Commentaires et Questions Inspirés du Jour Précédent – Choses Vues & Entendues</p>
8:45 – 10:15	<p>RF Report and Feedback continued Small groups present RFs for technical assistance (Plenary).</p> <hr/> <p>Rapport de la RF et Réaction (suite) Les petits groupes présentent leurs Cadres des Résultats pour l'assistance technique (Plénière).</p>
10:15 – 10:30	Coffee Break / Pause-Café
10:30 – 12:15	<p>Creating Good Performance Indicators – Jerry Harrison-Burns / Anna Mecagni Review of definitions, problem definition theory, and key questions for creating indicators. Participants create indicators for their Results Frameworks.</p> <hr/> <p>Créer de Bons Indicateurs de Performance – Jerry Harrison-Burns / Anna Mecagni Examen des définitions, la théorie de la définition des problèmes, et questions clés pour la création des indicateurs. Les participants créent des indicateurs pour leurs Cadres des Résultats.</p>

12:15 – 1:15	<p>Selecting Good Performance Indicators – Jerry Harrison-Burns / Anna Mecagni – Review of indicator standards, levels, and types of indicators. Forced choice exercise to apply the standards to indicator selection. Task assignment to evaluate grant indicators using standards.</p> <p>Choix des Bons Indicateurs de Performance – Jerry Harrison-Burns / Anna Mecagni – Examen des normes, des niveaux et des types d'indicateurs. L'exercice de choix des indicateurs pour mettre en pratique les normes de choix de l'indicateur. Attribution des tâches pour évaluer les indicateurs de la subvention à l'aide des normes.</p>
1:15 – 2:15	Lunch / Déjeuner
2:15 – 3:15	Selecting Good Performance Indicators (continued) / Choix des Bons Indicateurs de Performance (suite)
3:15 – 4:15	<p>Report out on Indicator Selection - Jerry Harrison-Burns / Anna Mecagni – Participants report out on final indicator selection for comment (Plenary).</p> <p>Rédaction du rapport sur le Choix de l'Indicateur - Jerry Harrison-Burns / Anna Mecagni – Les participants rédigent un rapport sur le choix final des l'indicateurs pour les commentaires sollicités (Plénière).</p>
4:15 – 4:30	Coffee Break / Pause-Café
4:30 – 5:30	<p>Introduction to the Performance Indicator Reference Sheet (PIRS) – Jerry Harrison-Burns / Anna Mecagni Review Peru Case PIRS and instructions for completion of PIRS form.</p> <p>Introduction à la Fiche de Référence de l'Indicateur de Performance (PIRS) – Jerry Harrison-Burns / Anna Mecagni Examen du Cas de la PIRS du Perou et instructions pour le remplir le formulaire de la PIRS.</p>
5:30 – 6:15	<p>Completing the Performance Indicator Reference Sheet (PIRS) – Jerry Harrison-Burns / Anna Mecagni Participants complete PIRS on their indicators.</p> <p>Remplissage de la Fiche de référence de l'Indicateur de Performance (PIRS) – Jerry Harrison-Burns / Anna Mecagni – Les participants terminent la PIRS avec leurs indicateurs.</p>
6:15 – 6:30	Wrap up day 2. Eye & Ear Reports / Synthèse Jour 2. Choses Vues & Entendues

Day 3: Wednesday—13 January 2010 / Jour 3: mercredi—13 janvier 2010	
8:30 – 8:45	<p>Comments and Questions from Previous Day – Choose Eye & Ear</p> <p>Commentaires et Questions Inspirés du Jour Précédent – Choses Vues & Entendues</p>
8:45 – 11:15	<p>Presentation of the Performance Indicator Reference Sheet (PIRS)) – Jerry Harrison-Burns / Anna Mecagni NGOs present their PIRS forms for technical assistance (Plenary).</p> <p>Présentation de la Fiche de Référence de l'Indicateur de Performance (PIRS) – Jerry Harrison-Burns / Anna Mecagni – Les ONGs présentent leurs Formulaires de PIRS pour l'assistance technique (Plénière).</p>
11:15 – 11:30	Coffee Break / Pause-Café
11:30 – 12:30	<p>Setting Baselines and Targets – Jerry Harrison-Burns / Anna Mecagni - Review of baseline/target definitions and good practice. Plenary discussion of Peru Case Indicator Work Plan Matrix and Summary Data Table.</p> <p>Établissez des Marges et des Cibles – Jerry Harrison-Burns / Anna Mecagni Examen des définitions de la marge/cible et des pratiques optimales. Discussion en plénière de la Matrice du Plan de Travail et du Tableau des Données Synthétiques des Indicateurs du Cas du Perou.</p>

12:30 – 1:30	Lunch
1:30 – 2:45	<p>Setting baselines and Targets (continued) - Application of the Matrix to indicators for each Grant in small groups. Use of Summary Data Table to record targets.</p> <hr/> <p>Établissez des baselines et des Cibles (suite) - Application en petits groupes de la Matrice aux indicateurs pour chaque Subvention. L'utilisation du Tableau des Données Synthétiques pour enregistrer les cibles.</p>
2:45 – 3:00	Coffee Break / Pause-Café
3:00 – 4:15	<p>Pulling it All Together in a PMP – Jerry Harrison-Burns / Anna Mecagni - Review of entire Peru Case PMP against participant products. Question and Answer – Participants create Calendar of Performance Management Tasks.</p> <hr/> <p>Consolider l'Ensemble Dans un PGP – Jerry Harrison-Burns / Anna Mecagni – Examen du PGP entier du Cas du Perou comparé aux produits rendus par les participants. Question et Réponse – Les participants créent un Calendrier des Tâches de Gestion de Performance.</p>
4:15 – 5:00	<p>Workshop Summary – Jerry Harrison-Burns / Anna Mecagni - Review of workshop design Road Map and Contents of a PMP. Final Question and Answer session.</p> <hr/> <p>Synthèse de l'Atelier – Jerry Harrison-Burns / Anna Mecagni – Examen de la Feuille de Route de Conception et du Contenu d'un Atelier de PGP. Dernière session de Questions et Réponses.</p>
5:00 – 6:00	<p>The Importance of Client Feedback and Participatory Practices – Joan Goodin Plenary discussion about relations and communication with constituents and how feedback loops contribute to successful project management.</p> <hr/> <p>L'Importance de la Réaction Client et les Pratiques Participatives – Joan Goodin Discussion plénière sur les relations et la communication avec les parties prenantes et comment les boucles de réaction contribuent au succès de la gestion du projet.</p>
6:00 – 6:15	Wrap up day 3. Eye & Ear Reports / Synthèse Jour 3. Choses Vues & Entendues

Day 4: Thursday—14 January 2010 / Jour 4: jeudi—14 janvier 2010	
8:30 – 8:45	<p>Comments and Questions from Previous Day – Choose Eye & Ear</p> <hr/> <p>Commentaires et Questions Inspirés du Jour Précédent– Choses Vues & Entendues</p>
8:45 – 10:00	<p>USAID Standard Provisions – Takady Konate Applicable USG provisions will be covered, including USAID-specific regulations. The session will focus on mandatory provisions for US and non-US NGOs, along with the “required as applicable” provisions for both.</p> <hr/> <p>Clauses Standards de l'USAID– Takady Konate Les dispositions applicables du l'USG seront étudiées y compris les règlements spécifiques à l'USAID. La session fera une mise au point sur les dispositions obligatoires à respecter par les ONG Américaines et non-Américaines de même que sur les dispositions communes “applicables” aux deux catégories d'ONG.</p>
10:00 – 10:15	Coffee Break / Pause-Café
10:15 – 11:30	<p>Financial Management – Takady Konate Topics will include an overview of best practices in financial management for non-government organization.</p> <hr/> <p>Gestion Financière – Takady Konate Figurera parmi les sujets, un aperçu des pratiques optimales de la Gestion Financière des organisations non</p>

	gouvernemental.
11:30 – 1:30	<p>Cost Principles of USAID Cooperative Agreements – Takady Konate The session will focus on cost principles essential to implement a project including 2 CFR 230 (A-122) requirements, maintenance of proper source documentation, and audit requirements (A-133).</p> <hr/> <p>Les Principes de Coût des Accords de Coopération de l'USAID – Takady Konate La session portera sur les principes de coût essentiels à la mise en œuvre d'un projet y compris les exigences 2 CFR 230 (A-122), l'entretien de la source appropriée de documentation, et les exigences d'audit (A-133).</p>
1:30-2:15	Lunch / Déjeuner
2:15 – 4:00	<p>Financial Reporting – Takady Konate Topics will include when to submit and how to complete advance and liquidation requests and how to fill SF-269 for financial reporting.</p> <hr/> <p>Rapports Financiers – Takady Konate Figurera parmi les sujets, quand déposer et comment remplir les demandes d'avance et de liquidation ainsi que comment remplir les formulaires SF-269.</p>
4:00- 4:15	Coffee Break / Pause-Café
4:15 – 6:15	<p>USAID Procurement Procedures – Takady Konate This session will cover rules and regulations regarding procurement including competitive bidding, documentation, ineligible goods and services. Different scenarios will be presented for the participants to consider in light of these and other regulations.</p> <hr/> <p>Les Procédures d'Approvisionnement de l'USAID – Takady Konate Cette session traitera des règles et règlements se rapportant à l'approvisionnement y compris des adjudications, de la documentation, des biens et services inéligibles. Il sera esquissé différents scénarii que les participants devront considérer à la lumière de ces règlements et d'autres règlements.</p>
6:15 – 6:30	Wrap up Day 4. Eye & Ear Reports / Synthèse Jour 4. Choses Vues & Entendues

Day 5: Friday—15 January 2010 / Jour 5: vendredi—15 janvier 2010	
8:30 – 8:45	<p>Comments and Questions from Previous Day – Choose Eye & Ear</p> <hr/> <p>Commentaires et Questions Inspirés du Jour Précédent – Choses Vues & Entendues</p>
8:45-9:45	<p>Cost Share – Takady Konate This session will define cost share, identify USAID regulations that apply to cost share, determine allowable and unallowable forms of cost share; and explain how to report cost share.</p> <hr/> <p>Contributions – Takady Konate Cette session définira la participation aux frais, identifiera les règlements de l'USAID qui s'appliquent au contribution, déterminera les formes admissibles et inadmissibles de contributions; et expliquera comment rendre compte de la contribution.</p>
9:45-10:15	<p>Resources and Next Steps in Capacity Building – Barney Singer and Joan Goodin A demonstration of www.DGPConnect.Net and discussion of other resources for DGP grantees.</p> <hr/> <p>Ressources et Étapes Suivantes du Renforcement des Capacités – Barney Singer Une démonstration de www.DGPConnect.Net et analyse des autres ressources destinées aux bénéficiaires des subventions du DGP.</p>
10:15-10:45	Coffee Break and Post Workshop Assessment / Pause Café et Évaluation Post -Atelier
10:45-11:00	<p>Workshop Wrap Up /Expectations. Final Eye & Ear Report</p> <hr/> <p>Synthèse de l'Atelier/Attentes. Rapport Final des Choses Vues et Entendues</p>
11:00-11:30	Workshop Evaluation / Evaluation de l'Atelier
11:30-12:00	<p>Closing Ceremony Conferring of Workshop Completion Certificates</p> <hr/> <p>Cérémonie de Clôture Remise des Diplômes de Participation à l'Atelier</p>

Dakar DIMP Workshop 11-15 January 2010
Participant Pre/Post Knowledge Results
SUMMARY
Questions 2-23 Multiple Choice or True/False

	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions relate to:		Q4: Provisions as Applicable include:		Q5: Substantial Involvement by USAID typically includes:		Q6: Which of the following require a modification of your Cooperative Agreement?		Q7: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:		Q8: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	35	31	35	31	35	31	35	31	35	31	35	31	35	31
Total Correct Answers	9	7	6	7	2	3	4	5	8	13	19	16	26	28
Perc. Correct Answers	26%	23%	17%	23%	6%	10%	11%	16%	23%	42%	54%	52%	74%	90%

	Q9: Evaluation is the comparison of actual project impacts against agreed upon targets.		Q10: An annual work plan identifies program activities and timelines for the coming year.		Q11: A Results Framework is used for:		Q12: A good objective statement should:		Q13: The form you typically need to submit to request an advance is:		Q14: The form you typically need to submit to report cost share is:		Q15: Adequate supporting document must be provided for all documents. Adequate supporting documentation can be in the form of:		Q16: USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	35	31	35	31	35	31	35	31	35	31	35	31	35	31	35	31
Total Correct Answers	30	28	32	29	8	16	7	12	2	8	11	13	17	27	2	17
Perc. Correct Answers	86%	90%	91%	94%	23%	52%	20%	39%	6%	26%	31%	42%	49%	87%	6%	55%

	Q17: Deliverables typically required under your Cooperative Agreement include:		Q18: The following is included in a SF-269 financial report:		Q19: Procurement is the process of acquiring which of the following:		Q20: You must request approval from the Agreement Officer (AO) before acquiring the following:		Q21: According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Total Respondents	35	31	35	31	35	31	35	31	35	31
Total Correct Answers	20	19	5	10	20	22	10	19	4	19
Perc. Correct Answers	57%	61%	14%	32%	57%	71%	29%	61%	11%	61%

Dakar DIMP Workshop 11-15 January 2010
Participant Pre/Post Knowledge Results
Questions 2-23 Multiple Choice or True/False

Participant Number	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions relate to:		Q4: Provisions as Applicable include:		Q5: Substantial Involvement by USAID typically includes:		Q6: Which of the following require a modification of your Cooperative Agreement?		Q7: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:		Q8: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	f	f	a	a	b	f	c	e	n/a	f	e	b	F	T
2	f	f	f	b	c	f	d	d	e	e	a	a	T	T
3	n/a	abc	n/a	abcd	n/a	abc	n/a	f	a	f	b	e	F	T
4	b	f	e	e	f	f	f	f	e	f	e	e	T	T
5	d	d	b	f	b	e	d	d	c	e	e	e	T	T
6	f	f	abcd	f	a	f	e	f	n/a	e	e	e	F	T
7	f	f	c	a	e	c	e	abc	a	d	e	bd	T	T
8	f	f	c	e	f	f	e	f	a	f	e	e	T	T
9	d	f	n/a	f	f	c	e	f	n/a	e	a	a	T	T
10	d	e	f	e	b	d	e	n/a	e	e	c	n/a	T	T
11	f	d	f	e	n/a	n/a	f	f	n/a	c	f	e	T	T
12	a	f	n/a	n/a	n/a	f	n/a	f	n/a	c	n/a	bc	n/a	T
13	a		ac		b		e		e		bd		T	
14	f	e	acd	e	n/a	e	ace	d	c	c	e	c	T	T
15		f		e		d		e		n/a		n/a		F
16	f		abcd		d		a		a		e		T	
17	f	f	f	f	d	f	e	f	n/a	e	e	e	T	T
18	n/a	f	n/a	abcd	n/a	abc	n/a	f	e	f	e	e	n/a	T
19	d	a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	c	n/a	n/a	n/a
20	f		n/a		n/a		n/a		n/a		e		T	
21	f		n/a		a		f		a		e		T	
22	b		a		b		c		f		c		T	
23	d		a		n/a		e		n/a		e		F	
24	d	abd	e	e	n/a	f	f	e	n/a	e	e	e	T	T
25	d	n/a	c	e	b	n/a	e	e	n/a	a	e	e	F	T
26	n/a		ac		n/a		e		e		e		T	

Participant Number	Q2: A Cooperative Agreement includes the following:		Q3: Mandatory Standard Provisions relate to:		Q4: Provisions as Applicable include:		Q5: Substantial Involvement by USAID typically includes:		Q6: Which of the following require a modification of your Cooperative Agreement?		Q7: The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:		Q8: Monitoring is the systematic gathering and analysis of information about what you are doing and who you are reaching.	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
27		f		e		e		f		e		e		T
28	n/a	abd	n/a	ef	n/a	b	n/a	f	n/a	e	e	a	n/a	n/a
29	f	d	abcd	ac	d	d	d	e	n/a	e	n/a	bc	T	T
30	f	abc	abcd	abcd	abc	abc	f	abc	n/a	n/a	abc	e	T	T
31	f		e		d		d		f		e		T	
32	f		f		de		f		f		f		T	
33	d	d	n/a	f	n/a	f	f	f	n/a	n/a	n/a	e	T	T
34	d	d	e	e	abc	f	e	e	a	e	ab	e	T	T
35	f		f		e		e		e		e		T	
36	n/a	f	n/a	f	a	a	c	d	c	c	b	abc	T	T
37	n/a		n/a		n/a		n/a		e		n/a		T	
38		n/a		n/a		n/a		n/a		e		n/a		T
39		f		e		c		e		f		abc		T
40		f		f		n/a		f		e		e		T
41		d		e		d		d		f		e		T
42		d		acd		abc		f		a		bc		T
Total Respondents	35	31	35	31	35	31	35	31	35	31	35	31	35	31
Total Correct Ans.	9	7	6	7	2	3	4	5	8	13	19	16	26	28
Perc. Correct Ans.	26%	23%	17%	23%	6%	10%	11%	16%	23%	42%	54%	52%	74%	90%

Participant Number	Q9: Evaluation is the comparison of actual project impacts against agreed upon targets.		Q10: An annual work plan identifies program activities and timelines for the coming year.		Q11: A Results Framework is used for:		Q12: A good objective statement should:		Q13: The form you typically need to submit to request an advance is:		Q14: The form you typically need to submit to report cost share is:		Q15: Adequate supporting document must be provided for all documents. Adequate supporting documentation can be in the form of:		Q16: USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	T	T	T	T	d	e	f	f	n/a	c	n/a	n/a	e	f	d	c
2	T	T	T	T	g	g	d	d	b	b	a	a	f	f	b	c
3	T	T	T	T	g	abcd	d	abc	n/a	c	n/a	n/a	f	f	b	c
4	T	T	T	T	e	g	f	f	n/a	c	n/a	a	f	f	a	b
5	T	T	T	T	g	g	d	d	a	c	a	a	f	f	b	b
6	T	T	T	T	abcd	g	ab	d	a	b	n/a	a	abcd	f	n/a	c
7	T	T	T	T	d	abcd	c	abc	b	a	a	a	f	a	b	bc
8	T	T	T	T	d	g	c	f	b	b	a	c	f	f	b	c
9	T	T	T	T	n/a	d	b	b	n/a	n/a	n/a	n/a	a	f	a	b
10	T	F	T	T	e	e	f	d	n/a	b	n/a	a	e	f	c	c
11	T	T	T	T	n/a	e	n/a	d	a	b	a	b	c	e	bc	c
12	n/a	T	n/a	T	n/a	e	n/a	f	b	b	b	n/a	abcd	f	c	c
13	T		T		cd		d		c		a		f		n/a	
14	F	T	T	T	e	a	c	c	n/a	b	n/a	d	b	f	n/a	b
15		F		T		d		d		b		a		f		c
16	T		T		bd		c		a		b		ab		b	
17	T	T	T	T	g	g	n/a	d	n/a	a	n/a	a	f	f	a	b
18	T	T	T	T	e	abcd	f	abc	n/a	c	n/a	b	f	f	a	abc
19	n/a	F	T	F	n/a	n/a	b	b	a	a	a	n/a	e	f	a	n/a
20	T		F		n/a		n/a		n/a		n/a		e		n/a	
21	T		F		a		b		n/a		n/a		e		a	
22	T		T		d		a		a		n/a		a		b	
23	F		T		ad		b		n/a		n/a		e		b	
24	T	T	T	T	ad	g	n/a	f	n/a	b	n/a	b	f	f	n/a	c
25	T	T	T	T	f	g	b	d	n/a	b	n/a	a	abcd	f	a	c
26	F		T		g		bc		n/a		n/a		f		a	
27		T		T		f		f		c		b		f		c
28	T	T	T	T	n/a	g	f	f	n/a	b	n/a	b	n/a	f	n/a	n/a
29	T	T	T	T	g	g	f	e	n/a	b	n/a	d	ac	f	ab	c

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	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
30	T	T	T	T	d	abcd	f	abc	c	c	b	b	f	f	bc	a
31	T		T		g		d		a		a		f		a	
32	T		T		g		d		b		a		f		d	
33	T	T	T	T	n/a	g	f	d	n/a	b	n/a	n/a	f	f	n/a	b
34	T	T	T	T	d	g	f	d	a	c	a	a	e	f	n/a	c
35	T		T		f		d		b		a		f		b	
36	T	T	T	T	d	a	b	b	n/a	b	n/a	a	f	e	b	b
37	T		T		d		abc		n/a		n/a		n/a		a	
38		T		T		cd		abc		b		a		f		b
39		T		T		g		d		ab		abc		f		c
40		T		T		g		f		b		n/a		f		c
41		T		T		g		f		b		a		ef		ab
42		T		n/a		g		d		a		c		f		c
Total Respondents	35	31	35	31	35	31	35	31	35	31	35	31	35	31	35	31
Total Correct Ans.	30	28	32	29	8	16	7	12	2	8	11	13	17	27	2	17
Perc. Correct Ans.	86%	90%	91%	94%	23%	52%	20%	39%	6%	26%	31%	42%	49%	87%	6%	55%

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	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
1	f	f	c	e	d	b	d	a	c	c
2	f	e	e	f	d	d	a	b	d	c
3	d	f	n/a	n/a	d	d	a	a	n/a	n/a
4	f	f	e	e	d	d	c	a	b	c
5	f	f	f	e	d	d	c	b	c	c
6	e	f	e	e	ab	d	ac	a	n/a	c
7	f	f	e	abc	d	n/a	d	abd	d	b
8	e	f	ab	e	d	d	a	a	b	c
9	e	e	n/a	f	b	d	n/a	a	n/a	b
10	f	f	n/a	c	d	e	d	d		e
11	f	f	d	e	d	ab	d	a	n/a	e
12	c	bc	n/a	b	n/a	ab	n/a	a	e	e
13	c		ad		ab		ac		a	
14	cd	e	n/a	a	b	d	n/a	c	n/a	c
15		n/a		ab		ab		a		c
16	bc		ad		d		a		d	
17	f	f	e	f	d	d	a	a	n/a	d
18	f	f	a	abc	d	d	n/a	b	n/a	c
19	n/a	c	n/a	n/a	e	e	n/a	b	n/a	c
20	f		n/a		e		n/a		n/a	
21	e		d		d		a		b	
22	c		b		c		c		b	
23	f		ab		n/a		n/a		n/a	
24	e	f	n/a	e	n/a	d	n/a	a	n/a	c
25	c	f	n/a	f	d	d	a	a	n/a	c

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	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
26	f		ab		e		c		e	
27		e		e		n/a		ac		c
28	n/a	f	n/a	abcd	n/a	d	n/a	abcd	n/a	cd
29	f	c	n/a	bd	d	ab	ac	a	c	c
30	f	f	bd	abcd	b	d	e	b	c	c
31	f		a		d		a		a	
32	f		f		d		c		a	
33	f	f	n/a	e	d	d	a	a	n/a	n/a
34	f	f	abc	f	ab	d	d	a	a	c
35	f		b		d		c		d	
36	be	b	n/a	n/a	b	d	a	a	a	n/a
37	f		b		d		acd		d	
38		e		f		d		ac		
39		d		a		d		a		c
40		f		e		d		a		c
41		e		f		d		ac		c
42		f		f		d		a		a
Total Respondents	35	31	35	31	35	31	35	31	35	31
Total Correct Ans.	20	19	5	10	20	22	10	19	4	19
Perc. Correct Ans.	57%	61%	14%	32%	57%	71%	29%	61%	11%	61%

**Dakar DIMP Workshop 11-15 January 2010
Participant Pre/Post Self-Efficacy Results**

	1		2		3		4		5		# of answers	
	Pre	Post	Pre total	Post total								
1	14	1	6	2	5	8	0	10	1	5	35	30
2	9	1	7	3	10	6	3	11	2	4	35	30
3	6	1	6	3	13	9	3	10	2	4	35	30
4	3	0	5	1	9	5	9	16	6	4	35	30
5	2	1	6	4	11	7	8	12	4	1	35	30
6	3	1	4	0	12	4	8	15	3	6	35	30
7	6	1	11	3	9	4	2	14	1	3	35	30
8	3	1	2	1	16	7	6	13	3	4	35	30
9	3	1	2	1	15	6	9	15	2	3	35	30
10	10	0	14	3	8	9	2	12	2	3	35	30
11	6	0	9	3	9	3	5	13	1	7	35	30
12	4	0	5	0	10	6	7	13	6	8	35	30
13	7	0	3	0	13	6	5	13	3	8	35	30
Totals	76	8	80	24	140	80	67	167	36	60		

Dakar DIMP Workshop 11-15 Jan 2010
Self-Efficacy Percentages based on Low and High Scores

		Pre Test		Post Test	
1	I am able to complete an SF-270	57%	1,2	53%	4,5
2	I am able to write a Performance Management Plan (PMP)	46%	1,2	50%	4,5
3	I am able to create a Results Framework	34%	1,2	47%	4,5
4	I am able to apply client feedback and participatory practices in my work	23%	1,2	70%	4,5
5	I am able to write a development hypothesis	23%	1,2	47%	4,5
6	I am able to select performance <i>indicators</i> for my project	20%	1,2	73%	4,5
7	I am able to complete a Performance Indicator Reference Sheet (PIRS)	49%	1,2	60%	4,5
8	I am able to prepare an annual work plan that promotes achievement of a set of indicators	14%	1,2	60%	4,5
9	I am able to set targets that are appropriate to the baseline and end-of-project indicators	14%	1,2	63%	4,5
10	I am able to identify USAID standard provisions	69%	1,2	53%	4,5
11	I am able to identify the cost principles applicable to my Cooperative Agreement	43%	1,2	70%	4,5
12	I am able to comply with procurement procedures	26%	1,2	73%	4,5
13	I am able to describe how to generate cost share and how it may be used	29%	1,2	72%	4,5

Dakar DIMP Workshop 11-15 January 2010
Participant Evaluation Responses – Verbatim Responses

Responses to Question 1: Specific Examples of Participant Learning

- Performance Management and How to do it (IIII IIII)
- Selecting good performance indicators (IIII IIII)
- Putting together a PMP (IIII IIII)
- Building a Development Hypothesis/How to Create a Results Framework (IIII III)
- USAID Procurement (IIII I)
- Understanding your USAID Cooperative Agreement (IIII)
- Setting baselines and targets (IIII)
- Completing a PIRS (IIII)
- Financial Reporting (IIII)
- Financial Management (IIII)
- Cost Share (IIII)
- USAID Standard Provisions (III)
- Cost Principles for NGOs (III)
- SF 1034 (II)
- Importance of Client Feedback (I)

Responses to Question 16: Most Useful Sessions

- Developing a PMP (IIII IIIII IIII)
- Financial Management (IIII IIIII II)
- Financial Reporting (IIII IIII)
- Performance Management and How to do it (IIII III)
- How to Select Performance Indicators (IIII I)
- USAID Procurement (IIII)
- Completing a PIRS (IIII)
- Setting Baselines and Targets (III)
- Building a Development Hypothesis/How to Create a Results Framework (III)
- USAID Standard Provisions (III)
- Cost Principles (II)
- Understanding your Cooperative Agreement (II)
- Cost Share (I)

Responses to Question 17: Least Useful Sessions

- None. All topics were useful (IIII)
- Cost share (IIII)
- Client Feedback (IIII)
- Participatory Processes (III)
- USAID Standard Provisions (III)
- USAID Cost Principles (III)
- Procurement (II)
- Understanding your Cooperative Agreement
- Results Framework

- PIRS
- Financial Management
- Financial Reporting

Responses to Question 18: Additional Suggested Topics

- How to collect, analyze and report on data (IIII)
- Organizational capacity assessment (II)
- Standard reporting instrument for quarterly reports (II)
- Communication, Marking and Branding
- Developing a proposal that meets the requirements of USAID
- Management of equipment
- Management of payroll taxes
- Introduction to Technical English

Responses to Question 19: Most Useful Activities

- Completing the SF-1034/SF-270/SF 269 (IIII IIII I)
- Selecting Good Performance Indicators (IIII IIII I)
- Building a Development Hypothesis/Results Framework (IIII IIII)
- Performance Management How to do it (IIII IIII)
- Completing the PIRS (IIII III)
- Identifying Allowable/Unallowable costs (IIII III)
- USAID Procurement Procedures (III)
- CA Basic Information Sheet (III)
- PMP Case Study (II)
- Cost Share (I)
- USAID Standard Provisions exercise (I)
- All of the activities were useful. They helped me to understand the PMP and Financial management better.

Responses to Question 21: Unexpected Learning

- What constitutes cost share and how to report it (IIII)
- Approach/Techniques used by facilitators (III)
- Performance Management and how to do it (III)
- How to complete a PIRS (II)
- Requesting an advance (II)
- Financial Management
- Completing SF-1034/SF-269 and SF-270
- Establishing baselines and targets
- Rich materials
- Developing good indicators
- Understanding of my cooperative agreement

Responses to Question 22: Things NOT to Change

- The facilitators/trainers (III)
- Method of delivery/approach (III)
- Nothing (II)
- Financial Management
- Financial Reporting

- Procurement
- Sharing experiences
- PMP
- Results Framework

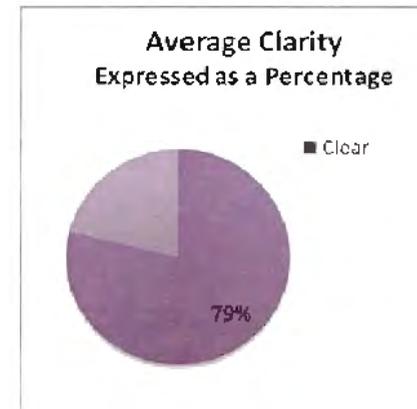
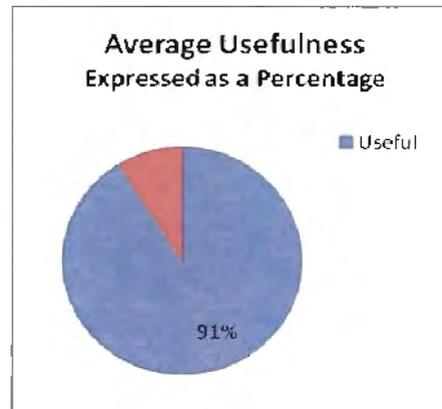
Responses to Question 23: Things TO Change

- Too much information in too short a time (IIII I)
- Timing—too short (II)
- Timing—Length of workshop (II)
- Reduce sessions 1-9 by four hours and add that time to the second half of the workshop
- Shortage of table facilitation for the finance exercises
- Include more information on data collection
- English slides were on the opposite side of the room from the only English table at the workshop

**Dakar DIMP Workshop 11-15 January 2010
Participant Evaluation—Quantitative Responses
SUMMARY**

<i>Total Dakar Responses</i>		
	Useful	Clear
Average	4.56	3.94
Minimum	4.1	3.7
Maximum	4.7	4.2

Rated on 1 to 5 scale (1=low, 5=high)



	Session 1: Understanding Your Cooperative Agreement		Session 2: Performance Management and a Plan to Do It		Session 3: Building a Development Hypothesis (Results Framework - RF)		Session 4: Selecting Good Performance Indicators		Session 5: Setting Baselines and Targets		Session 6: Completing the Performance Indicator Reference Sheet (PIRS)		Session 7: Pulling All Together in PMP	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Average	4.5	4.0	4.5	4.2	4.4	3.7	4.6	4.0	4.4	4.0	4.5	3.7	4.7	3.8

	Session 8: The importance of Client Feedback and Participatory Practices		Session 9: USAID Standard Provisions		Session 10: Financial Management		Session 11: Cost Principles of the USAID Cooperative Agreement		Session 12: Financial Reporting		Session 13: USAID Procurement Procedures		Session 14: Cost Share	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
Average	4.1	3.7	4.6	4.0	4.7	3.9	4.7	3.9	4.7	3.9	4.7	4.2	4.7	4.2

Dakar DIMP Workshop 11-15 January 2010
Participant Evaluation—Quantitative Responses
Rated on 1 to 5 scale (1=low, 5=high)

Participant Number	Session 1: Understanding Your Cooperative Agreement		Session 2: Performance Management and a Plan to Do It		Session 3: Building a Development Hypothesis (Results Framework - RF)		Session 4: Selecting Good Performance Indicators		Session 5: Setting Baselines and Targets		Session 6: Completing the Performance Indicator Reference Sheet (PIRS)		Session 7: Pulling All Together in PMP	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
1	5	5	5	4	5	2	5	4	5	4	5	3	5	4
2	4	5	4	5	4	5	4	n/a	2	5	4	n/a	4	4
3	4	4	5	4	5	4	5	4	5	3	4	3	5	4
4	5	5	4	4	3	3	5	5	5	3	5	4	4	3
5	4	4	4	4	4	4	5	5	5	5	4	4	4	4
6	5	4	5	4	5	3	5	3	5	4	5	3	5	4
7	3	3	4	4	3	3	3	3	3	3	3	3	3	3
8	5	4	5	3	4	3	4	3	5	4	5	4	5	4
9	4	3	5	3	5	4	5	4	5	4	5	4	5	4
10	5	5	5	5	5	5	5	5	5	5	5	5	5	5
11	4	4	4	4	5	4	5	5	4	4	4	4	5	4
12	5	3	3	5	4	2	5	1	5	n/a	n/a	n/a	5	1
13	5	4	5	4	4	4	4	4	3	5	4	4	5	4
14	4	4	4	4	4	4	4	4	4	4	4	3	4	3
15	4	4	5	4	5	4	5	3	5	4	4	3	5	4
16	4	4	5	4	4	3	5	4	5	4	5	4	5	3
17	5	4	5	5	5	5	5	4	3	3	5	3	5	5

Participant Number	Session 1: Understanding Your Cooperative Agreement		Session 2: Performance Management and a Plan to Do It		Session 3: Building a Development Hypothesis (Results Framework - RF)		Session 4: Selecting Good Performance Indicators		Session 5: Setting Baselines and Targets		Session 6: Completing the Performance Indicator Reference Sheet (PIRS)		Session 7: Pulling All Together in PMP	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
18	4	3	4	3	4	3	4	2	4	2	4	1	4	1
19	5	5	5	5	5	5	5	5	5	5	5	5	5	5
20	5	4	5	4	5	1	5	5	4	4	3	3	5	5
21	5	3	5	5	5	5	5	5	4	5	4	4	5	5
22	4	4	4	5	3	3	5	5	5	5	5	5	4	4
23	4	5	5	5	5	5	5	5	5	5	5	5	5	5
24	5	3	5	4	5	4	5	4	5	3	5	3	5	3
25	4	4	4	3	4	3	4	4	4	3	4	3	4	3
26	5	4	5	5	5	4	4	4	5	5	5	5	5	5
27	4	4	4	4	4	4	4	4	4	4	4	4	4	4
28	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
29	4	4	4	4	3	4	4	4	4	4	5	5	5	4
30	4	3	4	3	3	3	4	4	4	4	5	4	5	4
31	4	4	5	4	5	4	5	4	5	4	5	4	5	4
32	5	5	5	5	5	5	5	5	5	5	5	4	4	4
33	5	4	5	5	5	3	5	4	5	3	4	2	5	3
34	5	5	4	4	5	5	4	4	4	4	4	4	5	5
Aver.	4.5	4.0	4.5	4.2	4.4	3.7	4.6	4.0	4.4	4.0	4.5	3.7	4.7	3.8

Participant Number	Session 8: The importance of Client Feedback and Participatory Practices		Session 9: USAID Standard Provisions		Session 10: Financial Management		Session 11: Cost Principles of the USAID Cooperative Agreement		Session 12: Financial Reporting		Session 13: USAID Procurement Procedures		Session 14: Cost Share	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
1	5	3	5	2	5	2	5	3	5	4	5	4	5	5
2	4	4	4	4	4	4	4	5	3	4	4	4	4	5
3	5	5	4	4	5	4	4	4	5	4	5	4	5	5
4	3	4	5	4	5	4	5	5	5	4	5	5	5	5
5	4	4	5	5	5	5	5	5	5	5	4	4	4	4
6	5	4	5	4	5	4	5	4	5	3	5	5	5	4
7	3	3	4	4	4	4	4	4	4	4	4	4	4	4
8	3	3	5	5	5	5	5	5	5	5	5	5	5	5
9	5	4	5	3	5	2	5	2	5	2	5	2	5	3
10	4	5	5	5	5	4	5	4	5	4	5	5	5	n/a
11	5	4	5	5	5	4	5	4	5	5	5	5	4	4
12	5	2	5	n/a	5	3	5	4	5	4	5	4	5	1
13	4	4	5	5	5	4	5	5	5	5	5	5	5	5
14	3	3	4	4	4	3	4	3	4	3	4	4	4	4
15	5	4	5	4	5	3	5	3	5	3	5	4	5	3
16	5	3	4	4	5	4	4	3	5	4	5	5	5	4
17	5	4	5	3	5	3	5	4	4	3	5	5	5	4

Participant Number	Session 8: The importance of Client Feedback and Participatory Practices		Session 9: USAID Standard Provisions		Session 10: Financial Management		Session 11: Cost Principles of the USAID Cooperative Agreement		Session 12: Financial Reporting		Session 13: USAID Procurement Procedures		Session 14: Cost Share	
	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear	Useful	Clear
18	4	2	4	3	4	2	4	2	4	2	4	1	4	4
19	5	5	5	5	5	5	5	5	5	5	5	5	5	5
20	4	3	5	5	5	5	5	4	5	5	5	3	5	5
21	5	5	5	4	5	4	5	4	5	4	5	5	5	5
22	3	3	4	4	4	4	4	4	5	5	5	5	5	5
23	4	4	4	5	4	5	4	5	4	5	5	5	5	5
24	4	3	5	3	5	3	5	3	5	3	5	2	4	3
25	3	3	4	4	4	4	4	4	4	3	4	3	4	3
26	4	4	5	4	5	5	5	5	5	4	5	5	5	5
27	3	3	5	4	5	5	5	5	5	4	5	5	5	5
28	n/a	n/a	4	4	4	4	4	4	4	4	4	4	4	4
29	3	3	4	4	4	4	5	4	4	3	4	3	5	5
30	5	4	5	4	5	4	5	4	5	4	5	4	5	4
31	4	4	5	4	5	3	5	3	5	4	5	4	5	3
32	5	5	5	4	5	5	5	4	5	5	5	5	4	5
33	3	3	5	3	5	3	5	3	5	2	5	5	5	5
34	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Aver.	4.1	3.7	4.6	4.0	4.7	3.9	4.7	3.9	4.7	3.9	4.7	4.2	4.7	4.2

**Dakar DIMP Workshop 11-15 January 2010
Pre-/Post-Workshop Assessment**

Name: _____

Date: January 11, 2010

What do you hope to learn at this workshop? *(Only on the Pre Workshop Assessment Questionnaire)*

- 1.
- 2.
- 3.

Please circle ONE answer to each of the following questions.

A) Understanding the Cooperative Agreement

1. Have you read your entire Cooperative Agreement? Yes No
2. Your Cooperative Agreement includes the following:
 - a. Award Letter
 - b. Program Description
 - c. U.S. Code of Federal Regulations
 - d. Items a and b
 - e. Items a and c
 - f. All of the above
3. Mandatory Standard Provisions relate to:
 - a. Performance Indicators
 - b. Procurement
 - c. Program Implementation
 - d. Human Resources
 - e. Items a, b and c
 - f. Items b, c and d
4. Provisions as Applicable include:
 - a. Executive Order on Terrorist Financing
 - b. Requirements for participant training
 - c. Prior Approval of International Air Travel
 - d. Items a and b
 - e. Items b and c
 - f. Items a and c
5. Substantial involvement by USAID typically includes:
 - a. USAID approval of annual work plans
 - b. USAID approval of Key Personnel
 - c. USAID approval of quarterly financial reports
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

6. Which of the following require a modification of your Cooperative Agreement?
- a. Change in the scope of work
 - b. Change in International Air Travel
 - c. Change in Key Personnel
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

B) Participatory Monitoring and Evaluation

7. The fundamental characteristics of a participatory Monitoring and Evaluation (M&E) system include:
- a. Participation
 - b. Basic Indicators
 - c. Combined Methods for Collecting Data
 - d. Long-Term Process
 - e. All of the above
 - f. None of the above
8. *Monitoring* is the systematic gathering and analysis of information about what you are doing and who you are reaching.
- True False
9. *Evaluation* is the comparison of actual project impacts against agreed upon targets.
- True False

C) Performance Management

10. An annual workplan identifies program activities and timelines for the coming year.
- True False
11. A Results Framework is used for:
- a. Planning
 - b. Management
 - c. Auditing an organization's finances
 - d. Monitoring specific program outcomes
 - e. Items a, b and c
 - f. Items a, c and d
 - g. Items a, b and d
12. A good objective statement should:
- a. Have a single focus
 - b. Be clear, straightforward
 - c. Measure indicators
 - d. Items a and b
 - e. Items a and c
 - f. Items b and c

D) Financial Management and Reporting

13. The form you typically need to submit to request an advance is the:
- a. SF-269
 - b. SF-1034
 - c. SF-270
 - d. VAT Report

14. The form you typically need to submit to report cost share is the:
 - a. SF-269
 - b. SF-1034
 - c. SF-270
 - d. VAT Report

15. Adequate supporting documentation must be provided for all payments. Adequate supporting documentation can be in the form of :
 - a. An original invoice
 - b. A pro forma invoice
 - c. An original receipt
 - d. A time sheet (for salaries)
 - e. Items a, b and c
 - f. Items a, c and d

16. USAID's cash management policy allows grantees approved to receive advances of funds to request funds to cover a period of:
 - a. No more than 12 months (1 fiscal year)
 - b. 3 months (one calendar quarter or 90 days)
 - c. Immediate needs (one month or 30 days)
 - d. None of the above

17. Deliverables typically required under your Cooperative Agreement include:
 - a. Quarterly performance reports
 - b. Annual Workplan
 - c. Quarterly financial reports
 - d. Items a and b
 - e. Items a and c
 - f. All of the above

18. The following is included in a SF-269 financial report:
 - a. Amount of USG dollars that have been expended to date
 - b. Amount of advance funds requested
 - c. Cost share contributed to date
 - d. All of the USG funding that has been obligated to date
 - e. Items a, c and d
 - f. Items a, b, and d

E) USAID Procurement Procedures

19. Procurement is the process of acquiring which of the following:
 - a. Goods
 - b. Supplies
 - c. Technical Assistance
 - d. All of the above
 - e. None of the above

20. You must request approval from the Agreement Officer (AO) before acquiring the following:
 - a. Items that were not listed in the original budget and restricted goods
 - b. Restricted goods only
 - c. Items not listed in the original budget only
 - d. All of items you procure
 - e. None of the items you procure

21. According to USAID regulations, what is the threshold amount above which you seek three written bids when procuring goods or services?
- \$100
 - \$1,500
 - \$3,000
 - \$5,000
 - None of the above

EXPERIENCE MANAGING A USAID COOPERATIVE AGREEMENT

On a scale of 1 to 5, please rate your ability to carry out the following (1 = low, 5 = high):

1	I am able to complete an SF-270	1	2	3	4	5
2	I am able to write a Performance Management Plan (PMP)	1	2	3	4	5
3	I am able to create a Results Framework	1	2	3	4	5
4	I am able to apply client feedback and participatory practices in my work	1	2	3	4	5
5	I am able to write a development hypothesis	1	2	3	4	5
6	I am able to select performance indicators for my project	1	2	3	4	5
7	I am able to complete a Performance Indicator Reference Sheet (PIRS)	1	2	3	4	5
8	I am able to prepare an annual workplan that promotes achievement of a set of indicators	1	2	3	4	5
9	I am able to set targets that are appropriate to the baseline and end-of-project indicators	1	2	3	4	5
10	I am able to identify USAID standard provisions	1	2	3	4	5
11	I am able to identify the cost principles applicable to my Cooperative Agreement	1	2	3	4	5
12	I am able to comply with procurement procedures	1	2	3	4	5
13	I am able to describe how to generate cost share and how it may be used	1	2	3	4	5

Dakar DIMP Workshop 11-15 January 2010
Workshop Evaluation

Your opinions and honest feedback are important to us, so **PLEASE WRITE CLEARLY.**

Workshop Sessions: In the chart below, you will find the titles of the sessions presented. Each session included a combination of the following components: presentation, slides, reference documents, discussion, activity.

1 Understanding your Cooperative Agreement	8 The Importance of Client Feedback and Participatory Practices
2 Performance Management and a Plan to Do It	9 USAID Standard Provisions
3 Building a Development Hypothesis Results Framework (RF)	10 Financial Management
4 Creating Good Performance Indicators	11 Cost Principles of USAID Cooperative Agreements
5 Completing the Performance Indicator Reference Sheet (PIRS)	12 Financial Reporting
6 Setting Baselines and Targets	13 USAID Procurement Procedures
7 Pulling It All Together in PMP	14 Cost Share

1. Please give up to three specific examples of things you learned from the sessions.

On a scale of 1 to 5, please rate the following items (1 = low, 5 = high)

2. Session 1

Understanding your Cooperative Agreement

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

3. Session 2

Performance Management and a Plan to Do It

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

4. Session 3

Building a Development Hypothesis Results Framework (RF)

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

5. Session 4

Creating Good Performance Indicators

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

6. Session 5

Completing the Performance Indicator Reference Sheet (PIRS)

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

7. Session 6

Setting Baselines and Targets

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

8. Session 7

Pulling All Together in PMP

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

9. Session 8

The Importance of Client Feedback and Participatory Practices

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

10. Session 9

USAID Standard Provisions

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

11. Session 10

Financial Management

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

12. Session 11

Cost Principles of the USAID Cooperative Agreement

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

13. Session 12

Financial Reporting

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

14. Session 13

USAID Procurement Procedures

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

15. Session 14

Cost Share

- a. This session was useful: 1 2 3 4 5
b. This session was clear: 1 2 3 4 5

16. Please tell us the two sessions that were the most useful to you and why:

-
-

17. Please tell us the two sessions that were the least useful to you and why:

-
-

18. If you could add another topic to the workshop, what would it be?

Activities: In the chart below, you will find the titles of ACTIVITIES associated with various sessions.

<p>Session 1:</p> <ul style="list-style-type: none"> • Completing a Basic Information Sheet for your Cooperative Agreement 	<p>Session 7:</p> <ul style="list-style-type: none"> • NGO Task IX: Creating a Calendar of NGO Performance Management Tasks
<p>Session 2:</p> <ul style="list-style-type: none"> • NGO Task I: Starting a Results Framework • NGO Task II: Build a Causal Logic Chain for your Project 	<p>Session 9:</p> <ul style="list-style-type: none"> • Applying the USAID Standard Provisions
<p>Session 3:</p> <ul style="list-style-type: none"> • NGO Task III: Turning the Project Causal Logic Chain into Results Statements • NGO Task IV: Creating a Results Causal Logic Chain 	<p>Session 11:</p> <ul style="list-style-type: none"> • Identifying allowable and unallowable costs and those that require approval from USAID
<p>Session 4:</p> <ul style="list-style-type: none"> • NGO Task V: Creating Indicators for a Results Framework • NGO Task VI: Selecting Good Performance Indicators 	<p>Session 12:</p> <ul style="list-style-type: none"> • Completing the SF-269/SF-270/SF-1034 Forms • Completing the Report of Expenditures and Advance Control
<p>Session 5:</p> <ul style="list-style-type: none"> • NGO Task VII: Completing the Performance Indicator Reference Sheet (PIRS) 	<p>Session 13:</p> <ul style="list-style-type: none"> • The steps in the procurement cycle
<p>Session 6:</p> <ul style="list-style-type: none"> • NGO Task VIII: Defining a Baseline and Targets for an Indicator 	

19. Please tell us which activities were the most useful to you and why?

-
-
-

Overall: We are looking at ways to improve our workshop. Please answer the following questions:

20. Agree / Disagree:

This week, I learned something (i.e., gained at least one piece of knowledge, a strategy, an understanding of USAID Standard Provisions, etc.) related to managing my award that will assist me in my work.

21. What unexpected things did you learn from being at this workshop? Please be specific.

22. What is one thing about this workshop we should **not** change?

23. What is one thing about this workshop we **must** change?

Please share any other thoughts, ideas, recommendations or feedback not covered by the questions above. Please write clearly so we have your comments! Thank you!

DGP DIMP Dakar Workshop
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11- 5 January 2010

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