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**MANAGEMENT TRAINING SEMINAR
FOR PRIVATE VOLUNTARY
ORGANIZATIONS IN ZAIRE**

**Kinshasa, Lubumbashi & Bukavu
January 21 - March 10, 1981**

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FINAL REPORT - English Version

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TABLE OF CONTENTS

Page

EXECUTIVE SUMMARY

- A. Summary Description of Project 1
- B. Summary Profile of the Participants 1
- C. General Observations from the Training Sessions 3

CHAPTER ONE: BACKGROUND OF THE SEMINARS

- A. Organization of the Course Content I-1
- B. Teaching Methodology I-5

CHAPTER TWO: SUMMARY OF THE KINSHASA SESSION

- A. Overview of the Seminar II-1
- B. Description of the Training Site and Origin
of Participants II-2
- C. Participant Profile II-3
- D. Adaptation of the Course Content to the
Needs of the Participants II-4
- E. Results of the End of Session Evaluation by
the Participants II-4
- F. Post-Training Activities Suggested by the Participants II-6

CHAPTER THREE: SUMMARY OF THE LUBUMBASHI SESSION

- A. Overview of the Session III-1
- B. Description of the Training Site and Origin
of the Participants III-2
- C. Participant Profile III-3

continued on next page

D. Adaptation of the Course Content to the Needs of the Participants	III-5
E. Results of the Final Evaluation	III-5
F. Post-Training Activities Suggested by the Participants	III-5

CHAPTER FOUR: SUMMARY OF THE BUKAVU SESSION

A. Characteristics of the Session	IV-1
B. Site Description and Origin of the Participants	IV-3
C. Participant Profiles	IV-3
D. Adaptation of the Curriculum to the Participants' Needs	IV-5
E. Results of the End of Session Evaluation	IV-6
F. Post-Seminar Activities Suggested by the Participants	IV-7

CHAPTER FIVE: MAJOR CONCLUSIONS

A. Analysis of the Participant Characteristics	V-1
B. Adaptation of the Course Content	V-2
C. General Information on PVOs in Zaire	V-3
D. The Commitment of the PVOs in Zaire to the Development of the Country	V-4

CHAPTER SIX: RECOMMENDATIONS VI-1

APPENDICES

- Appendix A: List of Participants (By Session)
- Appendix B: Origin of Participants
- Appendix C: Number of Participants Coming From the Organizations Represented in the Three Sessions
- Appendix D: Daily Plans of the Three Seminar Sessions
- Appendix E: Participant Responses to the Evaluation Questionnaire

Appendix F: Logical Framework of the Seminar

**Appendix G: Documents Consulted in Developing the Teaching
Materials for the Private Voluntary Organizations Seminar**

Appendix H: Zairian Newspaper Articles on the Seminar Sessions

EXECUTIVE SUMMARY

A. SUMMARY DESCRIPTION OF PROJECT

According to the Zairian Government, private voluntary organizations (PVOs) have a major role to play in Zaire's rural development strategy. USAID/Zaire, recognizing this role, has increased and expanded its level of PVO support. Three financial support mechanisms are available to PVOs through USAID: Self-help funds, Improved Rural Technology grants (IRT), and Operational Program Grants (OPG).

In early 1981, USAID/Zaire offered a series of management training programs for PVOs in order to familiarize them with the funding support mechanisms and to facilitate the application process. The purpose of the training was to increase the number and quality of PVO project proposals submitted to the Agency. USAID was also interested in improving the management capacity of these organizations. USAID chose Practical Concepts Incorporated (PCI), a firm specializing in management technology and management training, to conduct the training programs.

The training consisted of three seminars in three different regions of the country: Kinshasa, Shaba, and Kivu. Each seminar consisted of ten full days of intensive training in project design, implementation, and evaluation techniques, as well as detailed information on the three funding mechanisms available through USAID. The training methodology--based on the experiential learning approach--required the completion of many hands-on exercises in order to assure the acquisition of core learning skills. In all, 88 participants took part in the three seminars.

B. SUMMARY PROFILE OF THE PARTICIPANTS

Characteristics of the 88 participants who attended the three seminars are described below. In comparing the place of residence for participants, 52%

were either from Kinshasa, Lubumbashi, or Bukavu, the cities in which the training took place. The other 48% came from areas within Zaire's six regions and from two foreign countries (Rwanda and Congo-Brazzaville). Twenty different organizations sent representatives to the seminar, four of which were international organizations: The Boy Scout Association, CARE, Catholic Relief Services (CRS), and the Seventh Day Adventist World Service (SAWS). Twenty-seven participants were from the Catholic Church; the Kimbanguiste Church had 13 participants; the Church of Christ in Zaire (ECZ) and its protestant members sent 39 participants; and nine participants represented other groups.

The age and education of the participants are indicated below:

Age (years):	20-29	30-39	40-49	50-59	60
	25%	43%	26%	5%	1%

Level of education:	Secondary	Secondary plus technical certificates	University
	16%	30%	54%

Thus, a majority of the participants had a university education and were between the ages of 30 and 50 years old. There were five women among the 88 participants.

The amount of experience the participants had in their organization and in their present position within the organization is presented below.

	less than 1	1-2	2-5	5-10	10-15	15
Number of years in the organization	8%	9%	25%	20%	17%	21%
Number of years in present position	25%	19%	36%	15%	5%	0

Nearly one-half of the participants, 48%, had more than five years of experience in their organization; 56% had more than two years experience in their present position. (See Appendix A and B for list of participants and their country/province of origin.)

C. GENERAL OBSERVATIONS FROM THE TRAINING SESSIONS

1. The Zairian PVOs represented at the three sessions are directly involved in agriculture and rural development activities.
2. The PVOs have full time staffs working on development projects and can assure direct involvement in the development sector.
3. The organizational structure of the PVOs is decentralized, made up of strong regional components.
4. Upon returning to their work sites, the participants plan on training an additional 1500 people. This constitutes a group of indirect beneficiaries of the training program.
5. Participants adapted easily to the teaching methods and were able to follow the material without major difficulty.
6. Changes in the course design were limited to scheduling adaptation, not changes in the course content.
7. The end of seminar evaluations indicated that participants were satisfied with the course.
8. Zaire PVOs are particularly interested in the Self-help and the IRT funding mechanisms.
9. The voluntary agencies are working on long-term programs.
10. PVOs are looked upon favorably by the regional government which considers them as important to the development of the country.

CHAPTER ONE

BACKGROUND OF THE SEMINARS

A. ORGANIZATION OF THE COURSE CONTENT

The content of the seminar is comprised of two basic elements: (1) management concepts*, including project design, implementation, and evaluation, and (2) information on the funding mechanisms available to PVOs through USAID. These two elements were dealt with in an integrated manner throughout the seminar.

The relative importance of the different components of the seminar was decided upon during the course of discussions between the team leader and USAID/Zaire staff during a site visit to Kinshasa in November 1980. As a result of these preliminary discussions, the seminar content was adapted to meet the needs of USAID/Zaire. The outcome of this process led to the development of a program whose subjects and their relative emphases in the seminars are shown in Table 1.

TABLE 1: CONTENTS OF THE SEMINAR BY SUBJECT

<u>Subject</u>	<u>Percent (%)</u>
General Management	5
Project Design	30
Project Implementation	20
Project Evaluation	10
USAID Funding Mechanisms (Self-help, IRT, OPG)	<u>35</u>
Total	100

* Drawn from the core curriculum of the Training of Trainers in Management (TTM) Program, under which this series of seminar was sponsored.

1. Project Management Concepts

The approach to project management used in the seminar was developed by Practical Concepts Incorporated (PCI). This approach is based on certain key principles which govern the organization of information and activities:

- Systems analysis--every project can be conceived of as a system, i.e., as a collection of elements which form a whole and which exist only as a function of their contribution to the well-being of the whole. Included in this concept is the notion that each system functions in an environment which surrounds it and influences it. Therefore, each group of activities is considered a subsystem within a larger system.
- Scientific method--given that there is a degree of uncertainty in any human activity, a project can be thought of as a collection of activities on different levels for which the transition between these different levels includes a certain level of uncertainty. The transition between these levels, therefore, takes the form of a hypothesis which must be empirically tested and proven.
- Feedback--management is not a series of linear steps, rather it is a cycle in which the results obtained from one group of activities create information which can be used to modify action leading to better results in the future. In other words, feedback will permit improved action.

Embodying the above management principles, the Logical Framework was chosen as the fundamental instrument to be taught during the seminar. This instrument or tool, developed by PCI, consists of a four-by-four matrix, and is especially helpful in project design (see Table 2). In addition, the Logical Framework provides a good basis for project implementation and evaluation.

Tools and techniques for project implementation such as tree diagrams, scheduling, Gantt charts, performance networks, and responsibility networks were presented and practiced in workshops. Evaluation planning and principles of a good evaluation were discussed.

LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Est. Project Completion Date _____
Date of this Summary _____

Project Title _____

Practical Concepts Incorporated

DEVELOPMENT HYPOTHESES
If Purpose, Then Goal
If Outputs, Then Purpose
MANAGEABLE INTEREST
If Inputs, Then Outputs

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Program Goal: The broader objective to which this project contributes	Measures of Goal Achievement		Concerning long term value of program/project:
Project Purpose:	Conditions that will indicate purpose has been achieved: End of project status		Affecting purpose-to-goal link:
Outputs:	Magnitude of Outputs necessary and sufficient to achieve purpose		Affecting output-to-purpose link:
Inputs: Activities and Types of Resources	Level of Effort/Expenditure for each activity		Affecting input-to-output link:

TABLE 2: THE LOGICAL FRAMEWORK

2. USAID Funding Mechanisms

The second basic element of the seminar, as mentioned above, is the collection of information and explanations of the different funding mechanisms offered through USAID. These mechanisms are: Self-help, Improved Rural Technology grants (IRT), and Operational Program Grants (OPG).

PCI drew upon several sources in order to develop the teaching materials for this segment. As primary resources, PCI used the following USAID documents:

- Forms for Self-help projects;
- The approval process for Self-help, IRT, and OPGs;
- Outlines for IRT and OPG project proposals based on the information required by USAID;
- Examples of projects from the three categories already submitted to USAID/Zaire; and
- Sectoral priorities for USAID/Zaire in financing projects.

Complete citations of documents used can be found in Appendix G.

In order to obtain the most recent information about the PVO environment in Zaire, PCI held meetings in Washington, D.C. with the staff of several USAID offices, and with two organizations with experience in Zaire: Africare, and Experience, Incorporated. Moreover, the information obtained during the site visit by PCI to Kinshasa in November 1980 contributed to the production of teaching materials appropriately adapted to the needs of the seminars.

Using this information, PCI developed the following materials in order to help the participants of the training seminars understand and use the three funding mechanisms:

- A summary of the approval process for each mechanism;
- A description of the information needed to fill out the Self-help funding proposal;

- Suggested outlines for IRT activity papers and OPG project proposals;
- Two summary tables; one which compares the characteristics of the three mechanisms and one which shows the links between a completed Logical Framework and a funding request for Self-Help, IRT or OPGs; and
- A listing of the budgetary requirements in a request for financing.

The following flow diagram shows how the two basic elements of the seminar were integrated (Figure 1).

B. TEACHING METHODOLOGY

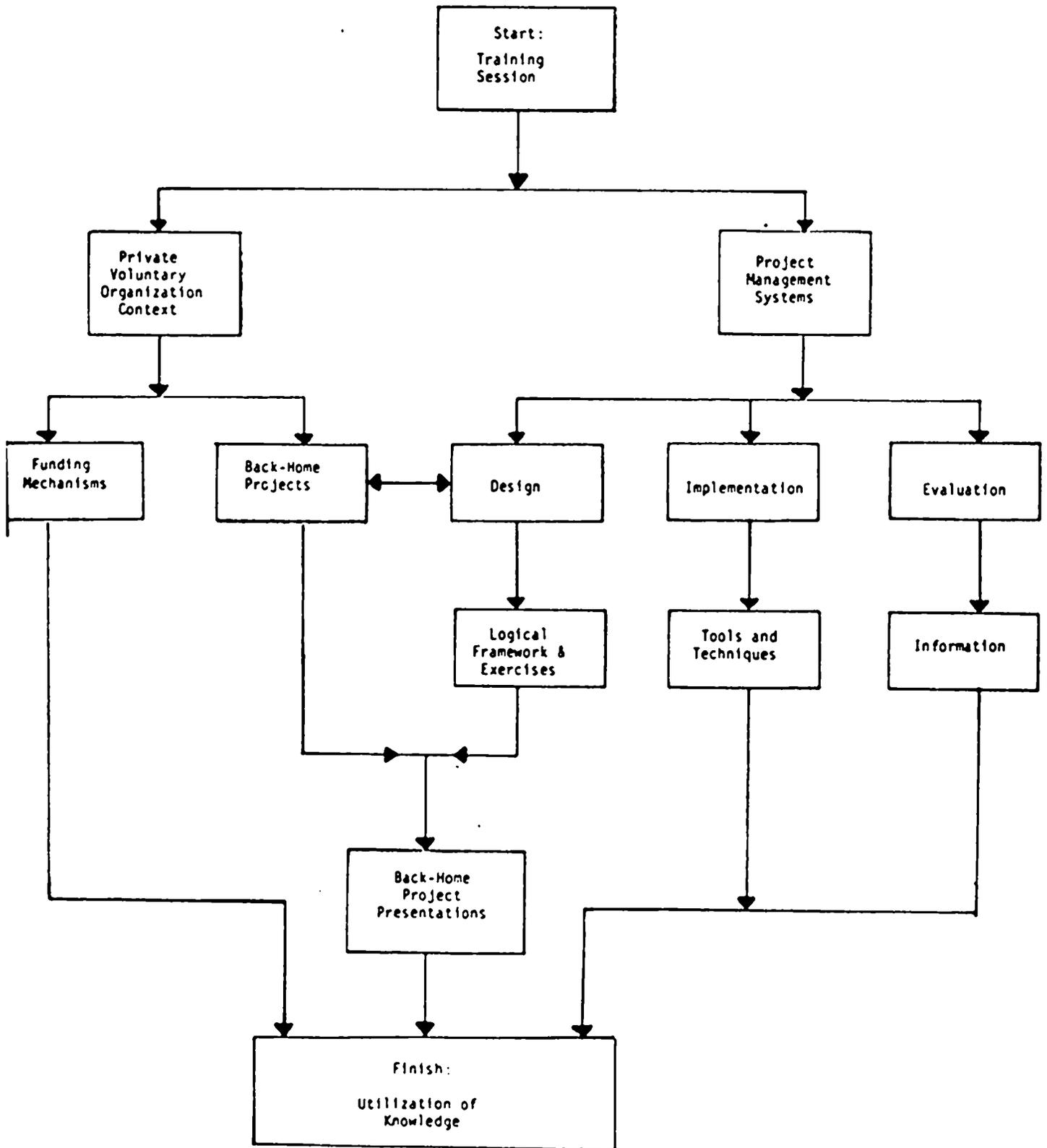
The principle on which the teaching methodology for the seminar is based is best expressed by a Chinese proverb:

"What I hear, I forget.
What I see, I remember
What I do, I know."

Much importance was given to the application of the theoretical material to practice through the use of exercises. Each day of the seminar was divided between the plenary sessions and group workshops in which the participants had the opportunity to apply the concepts which had been presented in class. This teaching method helped to assure that each participant had the opportunity to get practical experience with the tools of project design and implementation that had been presented.

Another aspect of the action-based teaching methodology was the use of presentations by the participants themselves. All of the workgroups, of which there were four in each session, presented the products of their workgroups several times during the seminar. These presentations promoted lively discussions between the participants, and helped the participants to learn from the experiences of others.

FIGURE 1: FLOW DIAGRAM OF THE SEMINAR CURRICULUM



The teaching methodology also attempted to relate the course content and the exercises to the actual work experiences of the participants. Each participant was asked to identify a "back home project," i.e., a project which he/she hoped to implement in the field. These "back home projects" served as the basis for individual project design work in the workshops.

Lastly, the seminar itself was used as a teaching device, that is, the trainers pointed out to the participants that the seminar was conceived as a project (see Appendix F). All of the management techniques taught to the participants were applied by the training team to the operation of the seminar, for example: adapting to a particular classroom situation, using feedback, working as a team, and always keeping in mind the ultimate objectives of a seminar. Therefore, the management of the seminar by the training team provided a good example to the participants of the application of the principles presented in the course, and served to reinforce the course content.

CHAPTER TWO

SUMMARY OF THE KINSHASA SESSION

A. OVERVIEW OF THE SEMINAR

The first of the three seminars took place in Kinshasa from January 20 to February 3, 1981 at the Centre Nganda. This seminar provided the opportunity to verify whether the teaching documents and methods were appropriate for their intended audience. The need for changes in the daily plans was minimal and the documents developed for the training session, that is, the tables on the funding mechanisms available to PVOs from USAID, proved to be appropriately designed. The training team noticed that the materials on project management, the Logical Framework, and project implementation and evaluation, were also well-suited for the participants as planning tools. The exercises, done in small workgroups, and the plenary presentations of each workshop group provided an opportunity for the training team to evaluate the projects of the participants.

The participants consisted of people holding important positions, such as project managers on the national level, training directors, and the Vicar General of Bas-Zaïre. Despite the presence of top-level people among the participants, everybody worked well together. For example, each morning before the sessions started, the participants organized an ecumenical prayer meeting attended by most of the participants.

The participants also organized, on their own, a field trip on Saturday, January 31, 1981 in order to see firsthand some development projects in the area. Noting that certain members of the group had little field experience (especially the younger ones), the participants from the ECZ and the Kimbanguistes joined together to organize a visit to Lutendele, near Kinshasa, in order to see three projects managed by the Kimbanguistes.

The ECZ provided a small bus to transport the participants to the project site. USAID paid for the transportation. The Kimbanguiste Church welcomed the group to their Kinshasa poultry project--a mill for grinding feed, and an incubator. Afterwards, the group went to Lutendele to see a project for the manufacture of bricks, a fish farm, and an irrigation system for the vegetable garden and fish ponds. While observing these projects, the participants asked evaluation questions in order to determine if the project purposes and objectives had been reached.

The first session also profited from the expertise of a fourth trainer, Paul-Andre Cloutier, who added to the training staff his experience in methods and tools for project implementation. The presentations which he prepared were adapted by the training team for use in the other two sessions. During the Kinshasa session, the training team was also asked by the USAID office to provide technical assistance to Citoyen Mwula Mansuka of the InterDisciplinary Center for Development (CIDEP) at the National University (UNAZA), Kinshasa campus. The CIDEP was in the process of designing a family planning project.

B. DESCRIPTION OF THE TRAINING SITE AND ORIGIN OF PARTICIPANTS

The Kinshasa seminar took place at Nganda Center in the zone of Ngaliema. This is a conference center maintained by the Catholic Church for its own activities. The center is also available to other groups.

All of the participants were housed in the dormitory and meals were served in the Center cafeteria. There were several rooms available for the seminar to use, including a conference room for the plenary sessions, a recreation room, an office, and several small classrooms for workshop sessions. The large conference room contained about 30 student desks and a large blackboard. The room was spacious, well-illuminated and well-ventilated. Since all of the participants ate and slept at the Center itself, there was no need for transportation to be provided. The Nganda Center was well-suited for the seminar. The rooms were quite adequate and the Center management and staff cooperated and helped make the Kinshasa session a success.

The 28 participants came from many different towns and villages of western Zaire; 16 came from Kinshasa. Others came from Bandundu region: 1 from Kikwit and 1 from Bandundu; and the Bas-Zaire region: Inkisi, Mbanza-Ngungu, Kimpese, and Matadi provided one candidate each, and three came from Boma. It was noted that several participants came originally from other regions in Zaire, such as the Kasais and Shaba, and proposed projects designed for cities or towns in their native regions.

C. PARTICIPANT PROFILE

Among the 28 participants at the Kinshasa session, there were five different voluntary organizations that were represented: the Church of Christ in Zaire (ECZ), 10 people; The Kimbanguiste Church, 8 people; The Salvation Army, 2 people; The Catholic Community, 7 people; and Catholic Relief Services, 1 person. Appendix A contains a list of the participants for Kinshasa as well as the other two sessions. It should be noted that the representatives of the ECZ came from different protestant denominations, including the Assembly of God, the Mennonites, and the Presbyterians.

Ranging in age from 25 to 57, 50% of the participants were in their 30s and 30% were over 40. There was one woman among the 28 participants. Fifty-four percent of the trainees had a university education and 46% had completed secondary school plus some technical training, such as medicine or agriculture. The majority of the participants had between two and ten years experience in their organization. Over 80% were working in the agriculture sector in rural development. The others worked in either public health or education. Most of the participants had had experience in the field of teaching.

The participants were divided nearly equally between the national, regional, and local levels in their organization. They were working directly in the field in either agriculture or public health projects. Several of the participants were responsible for making programmatic decisions in their organizations (see Chapter One, Section B, for a comparison of the participants between the three sessions). Based on the evaluation of needs questionnaire filled out at the

beginning of the session, the participants expressed an interest in all of the material to be presented. Among the participants, 18 had already attended a seminar on project design/implementation/evaluation. More than 21 were responsible for training other personnel in their organizations. The training team observed that the participants worked diligently and were impressed by the devotion and interest which the group exhibited during the 10 days of the seminar.

D. ADAPTATION OF THE COURSE CONTENT TO THE NEEDS OF THE PARTICIPANTS

The team observed that the instructional material prepared for the seminar was well-suited to the participants' needs, however, small changes in the daily schedules were made. It was often necessary to provide more time for workshop exercises in order to give enough time for the assimilation of the key concepts and for the design and implementation tools to be practiced adequately. Towards the end of the session, at the participants' request, a presentation on different organizational structures appropriate to project management was added to the seminar.

The training team provided substantial individual assistance to the participants while they were designing their back-home projects using the Logical Framework. Each participant was quite satisfied to be returning to his/her worksite with a Logical Framework nearly completed and ready to be submitted to USAID with a proposal for funding.

E. RESULTS OF THE END-OF-SESSION EVALUATION BY THE PARTICIPANTS

The participants were requested to fill out an evaluation form at the end of the seminar. The results for each session are compiled in Appendix E.

The participants expressed the following opinions on the course. The course was considered not too difficult by 81% of the participants. This confirmed

the team's perception that the degree of difficulty of the course was appropriate for the majority of the participants. Only 17.8% of the participants found that the speed of the presentations was too fast. Eighty-nine percent of the participants found that the workshop method of training was very good. The information on the funding mechanisms for PVOs was considered very good by 67.8% or good by 25%.

In responding to a question on the quality of the training staff, the participants found that it was very good (100%). The training site was thought to be excellent by 64.3% or good by 32.1% of the participants.

Many of the 28 participants in the Kinshasa seminar were planning on returning to their work sites and training other personnel.

Number of people to be trained:	5-10	10-15	15-25	25-35	35+
Number of participants who will undertake training:	5	8	5	4	2

In summary, between 350 and 500 may be trained by the participants of the seminar.

In addition to the questions on the evaluation form, the participants were free to add their own comments at the bottom. Several participants (18) requested additional training sessions in project design, implementation, and especially evaluation. Many would have liked to have participated in a longer training session, such as four weeks instead of two, so that they would have had more time to learn the training methods while learning the course material.

Here are several examples of the comments made by the participants:

- Concerning the requests for funding: "...But the USAID must be flexible in handling our requests so as not to discourage these requests, without, of course, stepping outside of the rules..."
- On the results of the seminar: "...In other words, I would like to ask you to keep up contact with the staff members which you have trained to see if your work has been successful in the field..."
- On the instructional method: "It was through the workshops that I was able to understand the material."

F. POST-TRAINING ACTIVITIES SUGGESTED BY THE PARTICIPANTS

On the last day of the seminar during the transfer of the learning exercise, the participants were asked to identify activities they planned to undertake following the session. This information added to the final evaluations. The following activities were elicited from the participants.

- All of the organizations that attended the seminar planned to have training sessions for other members of the staff when they returned to their jobs;
- The Catholics proposed ecumenical regional seminars in order to facilitate the transfer of the management tools and information on the funding mechanisms to other members of their organization;
- Distribution of the participant list at each training session (Lubumbashi and Bukavu) was requested to facilitate communications between the attending participants;
- The Catholics from Bas-Zaire wanted to use their inter-diocesan committee for development in order to train other staff members;
- The ECZ suggested assembling the 20 organizations making up the inter-urban synod in Kinshasa to present the results of the seminar;
- The representatives of the ECZ from Bas-Zaire, located outside of Kinshasa, proposed reinforcing their knowledge and skills by working with other participants in their region;
- The ECZ from Bandundu proposed working with a fellow participant of the Kimbanguiste Church from the region to organize a training seminar among local community organizations;
- The Kimbanguistes are going to use their new knowledge and skills to train their community workers; and
- The Catholic Relief Services propose using the management methods and tools presented in the seminar to evaluate those projects presented to them for funding by other voluntary organizations. They were ready to offer technical assistance to those organizations which presented projects for funding to them.

CHAPTER THREE

SUMMARY OF THE LUBUMBASHI SESSION

A. OVERVIEW OF THE SESSION

The Lubumbashi session took place February 9 through February 20, 1981 at the Gecamines mess hall and recreation facility. USAID organized this session in response to the high interest shown by the local population. With the strong support of the Political Commissioner and Governor of the Region of Shaba, Citoyen Mandungu Bula Nyati, and his Excellency, Monseigneur Kabanga, Archbishop of Lubumbashi, the voluntary agencies of Shaba were anxious to register for the seminar. Mr. Derek Singer, General Development Officer, USAID/Zaire, attracted their interest during his official presentation to the conference of Catholic Bishops in Shaba for agriculture and rural development, as part of the Minimum Agriculture Program (PAM) during the month of September, 1980 in Lubumbashi.* Thirty people were admitted to the course and several were turned away for lack of enough places. This demonstrated the level of interest in development by the voluntary organizations in Shaba.

The Lubumbashi session was officially opened by the Commissioner of the People, Citoyen Masibu, who represented the Governor of Shaba, Citoyen Mandungu Bula Nyati. The Consul General of the United States, Mr. Lewis Macfarlane, represented the official interest of the United States Government, including USAID.

Mr. Macfarlane attended one of the seminar sessions and responded to questions on the different financial mechanisms available from USAID. He assured the participants that the Consul General of the United States in Lubumbashi was ready to discuss all of their requests for financing and to forward them to the USAID mission in Kinshasa.

* See the report of this conference distributed by the Office of the Governor of Shaba for discussions pertinent to interventions to promote the development of the region.

On the second evening of the seminar the participants attended two films on development at the American Cultural Center. The next day Citoyen Kapesa Chanda gave a report on the two films and drew some conclusions regarding development lessons learned from them.

In response to a request by the participants, a special presentation was given towards the end of the session on the principles of group dynamics. This additional presentation was well received and appreciated by the participants who had to apply these principles during the workshop itself.

During the session in Lubumbashi, the training team was invited to visit the Center for Promotion of Management and Development (CEPROMAD), which has its headquarters in Lubumbashi and offers sessions in training and management. The team attended one of the evening courses and had the opportunity to describe the seminar and the management tools briefly to its students.

The closing ceremonies on February 20 were attended by an official representative of the Governor of Shaba, the Commissioner of the People, Citoyen Masibu, and Mr. Lewis Macfarlane, the U.S. Consul General, representing the United States Government. Following the ceremonies, Mr. and Mrs. Macfarlane held a reception at their home for the participants. Officials of the churches of Lubumbashi were also invited to meet the participants. The assistance and personal support of the U.S. Consul General in Shaba was greatly appreciated by the training team.

B. DESCRIPTION OF THE TRAINING SITE AND ORIGIN OF THE PARTICIPANTS

The Gecamines Company of Lubumbashi offered, at no charge, one of their facilities for the training session. Located next to the company mess hall was a large classroom for the plenary sessions, two rooms used for workshop groups, and an office for the training team and their materials.

Most of the participants were housed in the Park Hotel in the center of town, approximately three kilometers from the training site. Six Catholic members preferred to stay in rooms provided by the Archdiocese of Lubumbashi.

Meals were taken at several locations. Breakfast was served at the Park Hotel; lunch at the Gecamines mess hall next to the classrooms; and dinner was served at the Hotel Macris near the Park Hotel. A bus was rented from the Communal Transportation Company of Zaire (OTCZ) to provide for transportation between the hotel and the training site each morning at 8:00 and the return in the evening at 5:30.

The classrooms were air-conditioned, brightly lit, and furnished with a large blackboard covering one entire wall. The Lubumbashi site was very suitable, especially since it had been recently renovated. The Gecamines staff made extraordinary efforts to assist the participants and the training staff.

All of the 30 participants came from the region of Shaba, 13 from the regional capital, Lubumbashi. Five came from Kamina; two from Kabondo-Dianda; and two from Kilwa. One participant each came from the following cities: Kolwezi, Likasi, Sandoa, Kongolo, Malenda, Nkulu, Kipushi, Kapanga, and Luena.

C. PARTICIPANT PROFILE

Among the 30 participants in the Lubumbashi session, 6 different PVOs were represented: the Methodist Church (10); the Kimbanguiste Church (3); the Seventh Day Adventists (2); the Catholic Church (12)--6 dioceses and 1 archdiocese; the Pentecostal Church of Zaire (2); and the Baptist Episcopal Church of Africa (CEBA) (1). (See Appendix A, List of Participants.)

The participants varied in age from 24 to 47, with 43% in their 30s; 37% in their 40s; and 20% in their 20s. There were two women among the 30 participants. As for the level of education, 63% had a university education, including two with Masters Degrees and one with a Doctorate in Theology, one with a Doctorate in

Medicine, and another was an agricultural engineer. In addition, two of the participants had studied for two years at the university. Among the other participants, 30% had completed secondary school and had technical certificates. Included in this group was one nurse and one accountant.

Fifty-seven percent of the participants had more than ten years of experience in their organizations. At least 33% had between two and ten years of experience. Only 10% had two years or less. As to their experience in their present position within their organization, 37% had between two and five years experience and 30% had two years or less. Only 17% had more than five years of experience in their present assigned posts and 6% had ten years or more of experience.

Although the participants work mainly in the agricultural and rural development sectors they also work in the areas of training, community development, and teaching. Many of them are responsible for administration and personnel. Before assuming their present position a large number of the participants had worked in education and the school system.

Most of the participants (60%) work on the local level within their organizations, 30% work on the regional level, and 10% on the national level. They are principally responsible for implementation and consequently possess much experience in the rural sector. Many of them participate in program-level decision-making such as planning, monitoring, and finance, etc.

The participants expressed an interest in nearly all of the topics to be taught in the seminar. They were especially interested in contact with the donors, program evaluation, administration, and project design. Thirteen of the participants had already attended a seminar on project design. Seven had already participated in a seminar on evaluation, and only four people had ever attended a course on training methodologies. A large number of the participants were responsible for training their staff in these subjects. The participants also noted that they would be asked to train other staff members, especially project managers in the field, when they returned to their jobs.

The Lubumbashi participants, like their colleagues in Kinshasa and Bukavu, were very conscientious in their work. The training team noted that since the participants from Shaba had a large amount of field experience in development they easily grasped the concepts of project design and implementation.

D. ADAPTATION OF THE COURSE CONTENT TO THE NEEDS OF THE PARTICIPANTS

No changes were necessary in the basic instructional materials for the Lubumbashi session. Only the daily schedule was altered to allow the participants more time in certain workshop sessions. On the other hand, there were occasions where less time was required than planned to grasp certain concepts.

The trainers spent a significant amount of time helping the participants individually design their back-home projects. The participants were quickly able to seize upon the essential aspects of the funding mechanisms available, and the team did not need to spend much time explaining why a particular project would not fall within the interests of USAID/Zaire. A particularly strong interest was expressed in the IRT funding mechanism, especially for access road and bridge construction in the agricultural regions.

E. RESULTS OF THE FINAL EVALUATION

With a final evaluation questionnaire, handed out at the end of the Lubumbashi session, the trainers were able to collect the reactions and opinions of the participants on the training they had just received. (See Appendix E.)

The majority of the participants found that the presentations were not too difficult (53%), 27% thought they were fairly difficult, 10% thought the presentations were very difficult, however, another 10% thought they were not difficult at all. Only 10% found that the speed of the presentation of the course was too fast, 30% thought it was fairly fast, 47% found that it was not too rapid and 14% thought it was not fast at all.

The workshop method of training was found to be very good by 90% of the participants and good by 10%. The information on the funding mechanisms was thought to be very good by 73% of the participants.

Eighty-seven percent of the participants judged that the trainers were very good. The training site itself was considered to be excellent by 60% of the participants, good by 37%, and only fair by 3%.

The Lubumbashi participants intended to train 750 people or more when they returned to their organizations. At least 12 participants intended to train more than 20 people each.

Four participants requested additional training in the same subjects and four others requested training sessions for Training of Trainers in Management. There were also several requests for an evaluation six months after the close of the training session.

Here are several comments some participants added to the bottom of the evaluation form:

- "...Your teaching method is simple and easily grasped..."
- "I found you to be very capable and well-chosen to teach staff people in management principles."
- "...I learned alot during these ten days..."
- "The Kimbanguiste Church thanks you for all that you have done in training its personnel."
- "...(We would very much like) to be informed if AID changes the conditions in which Self- help, OPG, (or) IRT grants are funded."

F. POST-TRAINING ACTIVITIES SUGGESTED BY THE PARTICIPANTS

During the transfer of learning exercise on the last day of the seminar, the participants suggested the following list of activities for themselves after the training session was completed. As already mentioned above, all of the

organizations planned to have training sessions for other members of their own staff.

- From the Catholic Diocese of Manono, the local pastor suggested a debriefing to the community on the seminar materials;
- The pentecostal group planned to present a report and their ideas for projects to the director of the group. They wished also to share with their colleagues what they had learned in the course;
- The Methodist Congregation of South Shaba proposed a presentation on the course materials to the office staff and to follow up with small working groups to discuss the materials in more detail;
- The Methodist Congregation of North Shaba outlined several steps they would use in applying their new knowledge and skills: (1) working with their representatives in Lubumbashi, (2) reviewing the projects which are in the design stage or being implemented at the present time, (3) site visits to ascertain the possibility of training local project managers, and (4) feedback on the projects now being implemented;
- The Kimbanguiste Church proposed sending a copy of their report to their delegations in the interior (at least 50 people), assembling the project proposals, and meeting to discuss the results in six months;
- The Catholic Archdiocese of Lubumbashi proposed that its own Office of Development assemble all projects from their field personnel and review these projects, applying the tools learned in the seminar. One of the participants was going to pass on his notes to a colleague who was not able to attend the course due to lack of space;
- The representative of the Catholic Diocese of Kilwa planned to prepare a report to the diocese and to formulate a program for training the local organizers in the management methods presented in the seminar;
- The Catholic Diocese of Kolwezi proposed training the parish priests and the project managers in the field; and
- Two participants offered their services to their colleagues: (1) Citoyen Mulongo Ntambo offered his knowledge of agricultural cooperatives without charge, (2) Citoyen Mugaruka N'Ihwe offered his assistance in management techniques.

CHAPTER FOUR

SUMMARY OF THE BUKAVU SESSION

A. CHARACTERISTICS OF THE SESSION

The last of the three sessions took place in Bukavu between February 25 and March 10, 1981 at the Peace Corps Training Center operated by the Institute Supérieur Pédagogique (ISP).

The seminar was officially opened by Citoyen Mirindi Mulikvza, representing the Regional Development Office of Kivu. Citoyen Mirindi presented and described the overall rural development plan for Kivu and explained how the seminar would complement and fit into the regional development plan. The training team leader read a statement from Mr. Norman L. Sweet, Director, USAID/Zaire, which had been sent by telex to Bukavu especially for the opening ceremonies. This statement spoke of USAID's interest in the development work underway in Kivu Region by the PVOs.

This seminar was attended by four participants from Rwanda and the Congo Republic (Brazzaville) who represented four international PVOs. During the Bukavu session, the training team was invited to pay a courtesy visit to the Governor of Kivu, Citoyen Muando Nsimba. After a discussion of the teaching materials and benefits of the seminar, the Governor reemphasized the importance of the PVOs in the development of Kivu. He was especially interested in the workshop method which was an integral part of the seminar. The Governor made it known that he was ready to help and support the training team during its time in Bukavu. During the month of September 1980, the Governor called together representatives of all parts of the development community in Kivu. He noted at this meeting the confidence and trust which the people had in the PVOs working in development. Following this meeting, the Governor proposed the creation of a committee to coordinate the development activities in the region. All of the organizations were invited to participate. The committee plans to:

- Share knowledge and experience among the organizations;
- Combine management resources in Kivu to better represent the needs of the region and to find funding;

- To aid the organizations in preparing basic project documentation; and
- The creation of a PAM in Kivu.*

On Saturday, March 7, 1981, the participants organized two field trips. One group of seventeen travelled 25 kms. by truck to Murhesa to visit an agricultural project of the Catholic Church. This project transformed soya, corn, and sorghum into flour by a mill powered by a waterwheel. The project was inspired by a similar project in Kasai. The participants were guided through the project by an Italian technician who has worked on the project for several years. Transportation costs to Murhesa were paid for by USAID.

At the same time five participants visited the CHECHE Center of Bukavu where unemployed youth from the city are trained in skilled crafts. At this center there is a primary school, a carpenter shop, a masonry shop, and a sewing center. There are presently 160 students who are completing the three-year training program. The director of the project, who was also a seminar participant, provided transportation and guided the other participants through the center.

Following these two field trips, the participants presented a report on each. This provided an opportunity for the participants to discuss the aspects of management which contributed to the success of the two projects.

The Bukavu session was completed on March 10, 1981 following the closing ceremonies and the distribution of certificates. The Regional Commissioner for Administration in Kivu, Citoyen Makolo Jibikilayi, attended the closing ceremonies and personally represented the regional governor who sent his personal congratulations to the participants.

* USAID Memorandum, November 18, 1980 by B. de Marcken, Peace Corps Director/Zaire on "Contacts Made in Kivu".

B. SITE DESCRIPTION AND ORIGINS OF THE PARTICIPANTS

The Institute Supérieur Pédagogique (ISP) of Bukavu manages and operates the Training Center for the U.S. Peace Corps, where the seminar took place. The center provided a large classroom furnished with three small portable blackboards, 30 chairs, and 15 tables for the participants. The classroom was well illuminated, and well ventilated, however, the training staff had to fasten blankets to the walls to reduce the echo to an acceptable level. Four small classrooms were used for workshops. Each one had a large table, chairs, and a blackboard. The training team also had an office for its use.

Twenty-eight of the 30 participants were housed in the small sleeping cubicles in the Center's dormitory, two participants preferred to return each evening to their homes in Bukavu. All three meals were served in the Center dining hall. A few of the participants, not eating pork or meat for religious reasons, were provided supplementary food by the logistician because the Center's kitchen was not able to meet their dietary requirements. This had not been necessary at the two other sites where the kitchen staffs were ready and able to provide the necessary diets. The training team found that the Bukavu site was the least convenient of all three. The large classroom was barely adequate as a teaching room.

Of the 30 participants at Bukavu, 25 were from the region of Kivu of which 20 were from Bukavu itself, 3 from Goma, 1 from Uvira, and 1 from Rutshuru. One participant came from Kisangani, Haut-Zaire. Four others came from neighboring countries: 3 from Kigali, Rwanda, and 1 from Brazzaville, Popular Republic of the Congo.

C. PARTICIPANT PROFILES

The 30 participants in the Bukavu session came from 16 different PVOs including 4 international organizations. These four international organizations were from neighboring countries: CARE-Congo (Brazzaville) (1), and The Boy Scout Association (1), and Catholic Relief Services (1), The Seventh Day World Services (SAWS) (1), all from Rwanda. The Zairians represented: The Professional Action Center for the Handicapped (CAPEHA) (1), The Kimbanguiste Church (2), the Bukavu Center for

Handicapped (1), The Community of Christian Churches in Africa (CECA) (1), the Church of Christ in Zaire (ECZ) (5), The Catholic Archdiocese of Bukavu (3), The Baptist Congregation of Kivu (CBK)(4), The Catholic Diocese of Bukavu (3); the Assembly of God in Eastern Zaire (2), the Servant Brothers of Jesus Christ (2), the Evangelical Episcopal Congregation of Kivu (CEEZ) (1), and the Seventh Day Adventists (1). This formed a more heterogeneous group than the other training sessions.

The participants ranged in age from 22 to 64 years old, in which 37% were in their 20s and 37% were in their 30s. More than 26% of the participants were over 40 years old. Two women participated in the seminar. 60% of the participants had completed high school and 40% had completed four years of university studies. Half of those who had completed secondary school had also attended technical or religious institutions in addition. Among the university graduates there was one with a Masters Degree and one engineer.

On the whole, the participants worked in the agriculture and rural development sectors with another large group working in education. 43% of the participants had between 2 and 10 years experience in their organizations, however, 36% had 10 years or more of such experience. Nearly half (47%) had between 2 and 5 years experience in their present position, 43% had less than two years such experience.

More than half (57%) of the participants work on the local level in their organization and one-third work at the regional level. Only 10% work at the national level. All of them are required to make site visits to the field to determine local population needs and to train their personnel. They work on projects intended to improve the human condition of the poorest people. A large number of the participants are responsible for project design, implementation, monitoring and report writing and evaluation.

The participants were asked to evaluate their own needs at the beginning of the training session. They expressed a need for nearly all the course materials especially administration, project monitoring, the design of projects for funding, identification of development problems and contacts with funding sources or donors, all of which they needed for their work.

Previous to this seminar, 13 participants had already attended a training session for project design/planning/management, 7 had attended evaluation training sessions, and 4 had received instruction in training other people in these same areas. A large number of the participants were responsible for training in these subjects also. Sixteen people were responsible for training staff members in management, 25 participants were responsible for training project personnel, 20 planned to train people in the field, and 17 will train project managers. As their colleagues in Kinshasa and Lubumbashi, the Bukavu participants worked seriously and devoted much time and effort to master the tools and the contents of the course.

D. ADAPTATION OF THE CURRICULUM TO THE PARTICIPANTS NEEDS

The only change in the seminar curriculum needed for the Bukavu session was to integrate the experience and needs of the participants coming from Congo (Brazzaville) and Rwanda, who did not have the same Self-help program as in Zaire, but were able to learn much more about OPGs and IRTs.

Since USAID does not have an official representative in Bukavu the training team advised the participants to submit their funding requests to the USAID office in Kinshasa at the address given to them. The participants indicated several times that they were very interested in making direct contact with a USAID representative.

As in the preceding seminars the only change in the instructional materials was in the daily plans or schedules so as to allow more time in some of the workshop sessions. The course content itself was not changed.

E. RESULTS OF THE END OF SESSION EVALUATION

As in the preceding seminars the participants completed an evaluation questionnaire at the end of the session. (See Appendix C.) They found that the presentations were fairly difficult (37%) or not very difficult (48.1%). Only 3.7% found that the speed of the course was too fast, 55.5% thought the course proceeded well, 22.2% felt the course was not presented too fast. They felt the practical workshop sessions were very good (88.8%) or good enough (11.1%). Information on the funding mechanisms for PVOs was considered to be very good by 74% of the participants and fair by 25.9%. 92.6% of the participants considered the teaching staff to be very good, the rest, fairly good.

The only negative comment on the evaluation questionnaire pertained to the choice of the training site. Only 22.2% found the site to be excellent, 55.5% good, 14.8% fair, and 7.4% not good. The participants also made several unsolicited comments regarding the quality of the site and the hospitality of the Peace Corps staff. The participants estimated that they could train as many as 450 people when they returned to their work assignments. At least 11 could count on training 20 people or more. Here is a sampling of some of the comments on the evaluation questionnaire:

- "I would sincerely like to thank AID for this initiative and hope that it will continue in the future."
- "Let AID provide a regional representative to help project managers from the local organizations."
- "I am personally very satisfied with the high level of competence with which the consultants communicated their knowledge to the participants. Their work was very well organized and planned, and impressive. Not a minute was lost."
- "That USAID, who has now whetted our appetite, not let us down. And that their intentions to help us in development continues in the support of our projects."

F. POST SEMINAR ACTIVITIES SUGGESTED BY THE PARTICIPANTS

During the transfer of learning exercise at the end of the seminar, participants listed some activities which they would undertake upon returning to their work situations. They felt that before beginning to train fellow colleagues in the seminar materials, they should first try to apply these concepts in actual work situations in their organizations.

- The group as a whole suggested organizing an ecumenical regional seminar, two or three months after the training session in order to share the work and responsibility for training 30 or 40 people from several different organizations.
- The ECZ is prepared to pay the costs of coordinating participant meetings. The CRS representative from Rwanda planned to prepare a report on the seminar and to then submit some CRS projects to USAID. He also plans to help others from other organizations to design projects which he would like to submit.
- The Kimbanguiste Church from Haut-Zaire plans to share its knowledge with other churches in the region. The Kimbanguiste representative plans to consult with his national office in Kinshasa in designing his program to use the skills he picked up in this seminar.
- The participants suggested the distribution by AID/Washington of IRT publications to all or the attending participants.
- The Bukavu Center for the Handicapped planned to brief and train other staff personnel.
- The Seventh Day Adventists World Service from Rwanda suggested a report on the seminar materials and application of the skills presented in the seminar.
- The Scouts Association from Rwanda will apply the management concepts in the implementation of projects and use the Logical Framework to design its projects. This participant being at the same time the president of the national non-government youth association suggested organizing a national seminar in Rwanda and asking for financial assistance from USAID/Rwanda to pay for it.

CHAPTER FIVE

MAJOR CONCLUSIONS

A. ANALYSIS OF THE PARTICIPANT CHARACTERISTICS

Eighty-eight participants from all three sessions--Kinshasa, Lubumbashi, and Bukavu--shared certain common characteristics which bear on the final analysis of the seminars. The majority of the participants work in the field, principally in the agricultural and rural development sectors. They also had experience in community development and in teaching; the latter will favorably affect their ability to train other people back in their organizations. The 88 participants ultimately intend to train a total of 1,558 other people.

In general, the participants had programmatic responsibilities within their organization for project design, implementation, monitoring and evaluation, as well as fund-raising for development projects. Sixty percent of the participants in the Shaba and Kivu sessions work at the local level in their organization and 30 percent work on the regional level. The Kinshasa session, on the other hand, had a higher proportion of people working on the national level within their organizations (30%).

Even though the participants came from different churches and 20 different organizations, they freely and voluntarily shared their experiences in development programs with no observed competitiveness. This greatly helped the workshop and group sessions progress to the benefit of all. With only a few exceptions, the participants were able to follow the course without difficulty. The trainers observed that a secondary school education was sufficient for the majority of the participants to grasp the management concepts being presented, even though a large number of the participants had a university education. The teaching methods used in the seminar, which were new to most of the participants, were quickly and easily accepted. The opportunity to design

an individual back home project was welcomed because it allowed each participant to leave the seminar with something concrete as well as with new knowledge and skills he had learned.

B. ADAPTATION OF THE COURSE CONTENT

As mentioned above, the principal adaptation made by the trainers during the course was in the daily schedules. In order to assure that concepts were completely understood, and to allow enough time for the completion of each workshop assignment, the trainers altered the hourly schedule. The end-of-session evaluations indicated that these changes responded well to the needs of participants (see Appendix E).

The fact that major modifications in the course curriculum were not necessary is explained by the following. First, PCI was able to profit from its past experience in the training of management techniques in many third world countries, including previous training in Zaire. Therefore, the fundamental elements and the teaching methods used in the seminar had already been developed and tested.

Secondly, by using the information collected during the Kinshasa site visit by PCI, the training team and other PCI staff were able to make detailed teaching plans before going into the field. This eliminated the need for fundamental changes in the course content during the training session.

Thirdly, the training team itself (not counting the fourth trainer who worked with the team only for the Kinshasa session) had between them 12 person years of teaching experience, five of which were in French-speaking Africa. Therefore, the trainers were able to teach complex concepts without lowering the quality of the course.

Finally, the quality of the participants themselves played an important role. Their experience in the field of development, their enthusiasm and motivation,

and the conscientious manner in which they worked made teaching the intense seminar much easier.

C. GENERAL INFORMATION ON PVOs IN ZAIRE

During the course of the seminars, the trainers were able to collect some information on the Zairian PVOs, even though a formal survey was not taken. This information comes from the questionnaires filled out at the end of the seminar and from class discussions.

- Practically all of the organizations have someone in charge of organizing their development work, on the national level as well as the regional level;
- Much of the development work is decentralized. Some of the organizations are not in close contact with their national offices in Kinshasa, are organized on a regional level, and seek funding independently;
- The degree of decentralization within the ECZ is not uniform throughout all of its Protestant organizations;
- The Catholic Church is organized around dioceses with inter-diocesan committees for development working in many of the dioceses and arch-dioceses;
- The PVOs are interested in rural sector programs, especially agriculture and food production;
- The PVOs seek funding for projects which have already begun or for projects where they can replicate a successful project at another site. It is not a question of "pilot" projects, but rather of interventions based on their past experience;
- The PVOs, especially those in Shaba and Kivu, have some experience with other donors. This gives them a basis to begin working with USAID; and
- PVOs are especially interested in the Self-help and IRT programs. OPGs appear to be too large and too complicated for them to prepare.

D. THE COMMITMENT OF THE PVOs IN ZAIRE TO THE DEVELOPMENT OF THE COUNTRY

The voluntary organizations play an important role in Zaire's development. They are committed to long-term programs and are responding to basic development needs in the rural sector. Their projects respond directly to the country's most urgent needs. This is why, in the course of the seminar, many of the participants developed projects to increase food production, especially protein-rich crops, and to facilitate in the marketing of these products. They were also concerned with the transformation of food products, such as cereals, by intermediate technology (mills, shellers, etc.). These types of projects complement the goals of the Zairian Government's minimum agricultural program (PAM). The interest expressed by the governors of Shaba and Kivu in the activities of the voluntary sector demonstrates the importance of the PVOs' contribution to the development of the country.

CHAPTER SIX

RECOMMENDATIONS

The training team would like to recommend to USAID certain actions to take following the seminars.

1. USAID should establish a regular communications system with regions outside of Kinshasa to increase the contact with PVOs in these areas. This could be done with regular visits to the field by a USAID staff member who is knowledgeable of the funding mechanisms available to the PVOs. This action is especially necessary for Kivu.
2. USAID should be ready to process an increased number of requests for funding following the seminar. It should plan for the personnel needed to process these requests.
3. The level and type of technical assistance needed for these funding requests will be different from that previously presented. Following the seminars, the PVOs will be ready to discuss the projects in more detail and AID staff should be prepared for.
4. To respond to the high interest among the PVOs for supplementary sessions, USAID could consider offering training sessions in other regions. The suggested sites are Kisangani, Mbuji-Mayi, Kananga, and Mbandaka.
5. The participants requested other training sessions in project implementation and evaluation as well as training of trainers. USAID could anticipate such requests.
6. In six months, USAID should evaluate the results of the seminars, looking at the increase in the quality of the project funding requests submitted, the types of projects proposed, the funding mechanisms requested, the PVOs funded, and the regional distribution of projects, etc.

7. USAID should consider the creation of a new kind of funding mechanism to answer the needs for funding which fall between Self-help and an OPG, and not within the criteria of an IRT. Specifically, these would be medium-sized agriculture and public health projects which were proposed by the PVOs in the 50,000-100,000 Zaire range. This mechanism should be managed and controlled directly by USAID.
8. The French translation of the new IRT guidelines should be sent to each of the participants to demonstrate the interest AID has in maintaining contact with them.
9. USAID/Zaire could request central funds from AID/Washington to hold technical workshops for the IRT program, especially on the topic of transformation of food products, transportation for marketing of agricultural products, materials needed for stock-farming, and the construction of small bridges for access roads. All of these subjects would be of interest to the voluntary organizations which attended the seminars. These funds are available without cost to AID/Zaire (see page 11 of the IRT Guidelines).
10. USAID/Zaire could provide to the IRT contractor, Experience Inc., the list of participants in the seminars so they could distribute their newsletter which is available in French (see page 11 of the IRT Guidelines).
11. USAID could provide the United States Embassy a list of the participants' addresses and request that they send them any literature or information on management that they have.
12. As a source of technical management assistance to Zairian PVOs, USAID could again call upon Citoyen Professor Gatarahiya of the Center for the Perfection of Administration at UNAZA, Kinshasa.

APPENDIX A: LIST OF PARTICIPANTS (BY SESSION)

LIST OF PARTICIPANTS

Kinshasa Seminar: January 21 - February 3, 1981

NAME AND ADDRESS	POSITION	ORGANIZATION/CITY
1. MUKOKO NGANGA -MA -NKANGI B.P. 7069 Kinshasa I Bongolo, Zone de Kalamu Kinshasa, Zaire	National Director of Development	Kimbanguiste Church Kinshasa
2. KINDOKI KIANKANDA - BATINA B.P. 7069 Kinshasa I Kibula No. 15, Q1 Kinshasa/Ndjili, Zaire	National Office Manager	Kimbanguiste Church Kinshasa
3. LUYINDAMO MATUMHINI B.P. 7069, Kinshasa I Zaire	Director of Agricul- tural Development	Kimbanguiste Church Kinshasa
4. WENGESE B.P. 228 - Bandundu Zone de Disasi Rue de Zaire No. 110 Bandundu, Zaire	Regional Division Chief for Development	Kimbanguiste Church Kinshasa
5. FIANSI PAUL Rue de Kimvula No. 10 Zone de Kintambo, Zaire	Architect	Kimbanguiste Church Kinshasa
6. MUHUNGU MUPULA B.P. 11375 Kinshasa I, Zaire	Statistician	Kimbanguiste Church Kinshasa
7. LUNGILAMO MUAWONSO Paroisse Kimbanguiste Q3 Zone de Ndjili--Kinshasa Bongolo, Quartier Kimbangu, Kalamu, Zaire	Pastor	Kimbanguiste Church Kinshasa
8. MASITA Matete No. 5 YOLO/NORD Kinshasa/Kalamu Avenue Bongolo, Zone de Kalamu Kinshasa, Zaire	Secretary	Kimbanguiste Church Kinshasa
9. ZOLA MAMPASI B.P. 8636 Kinshasa I, Zaire	Development Assistant	Salvation Army

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|-----|---|---|--------------------------|
| 10. | LUKAU JOSEPH
B.P. 8636
Kinshasa I, Zaire | Development Assistant | Salvation Army |
| 11. | KADIMA TSHIMBIDI
ECZ, Lisala & Gambela
Zone de Kasa-Vubu
Kinshasa/Zaire
B.P. 14299
Kinshasa I, Zaire | Project Director/
Coordinator | E.C.Z.
Kinshasa |
| 12. | SASSA NSASI YI KIBOBA
B.P. 20307-Kinshasa
11/3271 Rue de Kiyimbi
Zone de Lemba
Kinshasa, Zaire | Project Director | E.C.Z.
Kinshasa |
| 13. | BANZA MUCIOKO
No. 12 Rue Limete
B.P. 12109
Kinshasa I, Zaire | Project Consultant | E.C.Z.
Kinshasa |
| 14. | TUTONDA TOKO, Reverend
B.P. 205
Kinshasa I, Zaire | Professor & Pastor | E.C.Z.
Kinshasa |
| 15. | MANDIANGU KITEMBO
B.P. 170 - Kimpese
Bas-Zaire
or
6202 Kinshasa 6, Zaire | Regional Project
Coordinator | E.C.Z.
Kinshasa |
| 16. | LUSADISU N. KIEKA NKWEND
B.P. 107, Mbanza-Ngungu
Bas-Zaire, Zaire | Project Manager | E.C.Z.
Bas-Zaire |
| 17. | MISHIDI MUNA MBAMBU
B.P. 108 Kikwit II
ECZ, Avenue Mbuji-May No. 4
Kikwit, Bandundu, Zaire | GTER Coordinator | E.C.Z.
Kikwit |
| 18. | MBENGA BARON ILOKOMO
B.P. 4938
Kinshasa/Gombe, Zaire | National Coordinator
and Director of
Projects | E.C.Z.
Kinshasa |
| 19. | MANDA WA MANDE
B.P. 10216
Rue de Way-Way No. 119
Localite Kikimi
Zone de Kimbanseke
Assossa No. 2219, Kinshasa
Kasa-Vubu, Zaire | Coordinator of Medical
Sciences and Project
Development | Assembly of God
Zaire |

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|-----|--|--|---|
| 20. | DIAMBANZA NSEMI
Caritas-Zaire
B. P. 3176
Kinshasa
Interdiocesan Center
Kinshasa/Gombe, Zaire | Project Leader | Catholic Church
Kinshasa |
| 21. | NTAMBU MANGA WAKU
B.P. 29, Matadi
Bas-Zaire
Avenue Kinlele No. 45
Zone de Mvudi, Matadi, Zaire | Consultant | Catholic Church
Matadi |
| 22. | TEKELENIMA DI NKOMI
B.P. 225-Inkisi
Bas-Zaire, Zaire | Regional Secretary
for Development | Catholic Church
Bas-Zaire |
| 23. | NDILU
B.P. 72, BOMA
Bas-Zaire, Zaire | Priest, Professor of
Agricultural Sciences | Catholic Church
Bas-Zaire |
| 24. | REVERENDE SOEUR MAFUKA
MALONDA
Mission Catholique Mbata-
Mbenge
B.P. 73-Boma
Bas-Zaire, Zaire | Hospital Director | Catholic Church
Bas-Zaire |
| 25. | MBONGO
Mission Catholique de
Mbata-Mbenge
Bas-Zaire
Parc Kangu (Mayombe), Zaire | Development Committee | Catholic Church
Bas-Zaire |
| 26. | KEMBO
B.P. 29
MATADI
Bas-Zaire, Zaire | Vicar General and
Director of the Inter-
diocesan Committee for
Development | Catholic Church
Bas-Zaire |
| 27. | KAYOMBO BAKENGELE
Rue Ruzibizi No. 1483
Kinshasa/ Lemba
Clinique Universitaire de
Kinshasa, B.P. 123
Kinshasa XI, Zaire | Coordinator of a
Health Project | Assembly of God
Kinshasa, Zaire |
| 28. | KABONGO MAKASA MIMPE
Avenue Mbanzambema
233 Kintambe
1310 Rue Equateur
B.P. 16670
Kinshasa I, Zaire | Administrative
Assistant | Catholic Relief
Services
Kinshasa |

Lubumbashi Seminar: February 9 - February 20, 1981

NAME AND ADDRESS	POSITION	ORGANIZATION
1. M'INGEDI KAYEMBE Dispensaire Methodiste B.P. 95 Kamina, Zaire	Nurse-A2 In charge of the Methodist Dispensary	Methodist Church North Shaba
2. MUTOMBO ILUNGA KIMBA B.P. 122 Kamina, Zaire	Pastor	Methodist Church North Shaba
3. MULONGO NTAMBO B.P. 89 Kamina, Zaire	Deputy Legal Represen- tative and Coordinator for the Diocese	Methodist Church North Shaba
4. KASONGO MUKALA-na-MANYE B.P. 3865 Lubumbashi, Zaire	Sub-Regional Coordinator	Baptist Episcopal Church of Africa/ Lubumbashi
5. KANKUKU UMBALO B.P. 11 Kabonde-Dianda Kamina, Zaire	Farmer	Methodist Church North Shaba
6. NTAMBO NKULU NTANDA B.P. 77 Luena, Zaire	Deputy Legal Repre- sentative and District Superintendent	United Methodist Church North Shaba
7. KAPESA CHANDA B.P. 74 Kilwa, Zaire	Lay Leader	Catholic Church Kilwa Diocese Kasenga
8. MWILA MULUMBWA B.P. 74 Kilwa, Zaire	Manager/Accountant	Catholic Church Kilwa Diocese Kasenga
9. KIPEMBWE KABUYI B.P. 3672 Lubumbashi, Zaire	Youth Leader	Methodist Church South Zaire
10. NSENGA-LUBAMBA B.P. 75 Malemba-Nkulu, Zaire	Parish Leader	Catholic Church Manoue Diocese
11. NGOY KULUMBA B.P. 180 Maneno/Kipuzi, Zaire	Parish Leader	Catholic Church Manoue Diocese

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| 12. | ILUNGA MUKANZA DYABUPEMBA
B.P. 4823
Lubumbashi
5, Ave. Maniema
Zone/Lubumbashi, Zaire | Deputy Legal
Representative | E.C.Z./Pentecostal
Church of Zaire
Lubumbashi |
| 13. | MBUGUJE B. NTWALI
B.P. 2099
Lubumbashi, Zaire | Pastor/Sub-Regional
Coordinator | Seventh Day Adventists
Lubumbashi |
| 14. | KAKOMA SAMUKIMBA
Hopital Satuteb-Kapanga
B.P. 522
Lubumbashi, Zaire | Doctor, M.D. | United Methodist Church
South Shaba |
| 15. | ILUNGA KIMILUNDU WAFIKA
Coordination Diocésaine
des E.C.C.
B.P. 309
Kamina, Zaire | Primary School
Counsellor | Catholic Church
Kamina Diocese |
| 16. | R.P. MALIANI
Centre Interdiocesain
B.P. 2774
Lubumbashi, Zaire | Director of the
Interdiocesan Center | Catholic Church
Lubumbashi |
| 17. | YAV a MUNUNG
Eglise Methodiste
B.P. 2219 IDIAS
Lubumbashi, Zaire | School Principal | Methodist Church
South Shaba |
| 18. | ABBE REMB EY
Cathedrale Ste. Barbe
B.P. 23
Kolwezi, Zaire | Parish Priest | Catholic Church
Kelwezi Diocese |
| 19. | MBANGUKIRA RUTEBUKA
B.P. 7099
Lubumbashi, Zaire | Pastor | Seventh Day Adventists
Lubumbashi |
| 20. | KAWILA MUSEHI-CHOLA
B.P. 1798 (Bureau)
B.P. 2347 (Privé)
Lubumbashi, Zaire | Staff member | Diocesan Office of
Development
Archdiocese of
Lubumbashi |
| 21. | MWAMBA NGWEBE MLEMBO
B.P. 5
Kongolo
Nord Shaba, Zaire | Priest | Catholic Church
Kongolo Diocese |
| 22. | NGOY NGENDA KYONA-BULEMBE
Mission Catholique Kayeye
B.P. 21
Kabonde-Dianda, Zaire | Lay Leader | Catholic Church
Kamina Diocese |

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| 23. | MUGARUKA N' IHWE
Archeveche
B.P. 72
Lubumbashi, Zaire | Rural Development
Leader | Office of the
Archbishop, Catholic
Church
Lubumbashi |
| 24. | KITENGE MUMBA-ILUNGA
Mission Kilela-Balanda
B.P. 395
Likasi, Zaire | Catechism Leader | Catholic Church
Archdiocese of
Lubumbashi |
| 25. | SHAMWANGE KYUNGU
B.P. 522
Lubumbashi, Zaire | Executive Secretary for
the Legal Representative | United Methodist
Church
South Zaire |
| 26. | MPOYO BWISHITA-wa-NGOI
B.F. 3166 or 522
Lubumbashi, Zaire | Superintendent | United Methodist
Church
South Zaire |
| 27. | MUSOMBWA IYUNGU TOMBOLA
B.P. 1949
Lubumbashi, Zaire | Warehouseman and Attache
in the Development Office | Kimbanguiste Church
Lubumbashi |
| 28. | REV. OTSHANU-LOHONDA
B.P. 1949
Lubumbashi, Zaire | Regional Secretary | Kimbanguiste Church
Lubumbashi |
| 29. | Rev. KAPYA KWANZA
B.P. 265
Kamina, Zaire | Secretary for the
Sub-Regional | Kimbanguiste Church
Lubumbashi |
| 30. | REV. NGOI-KALUMBA KALALA-
BANZA
B.P. 2116 or 2397
Lubumbashi, Zaire | Development Coordinator-
CEPS | Evangelical Pente-
costal Community of
Shaba
Lubumbashi |

Bukavu Seminar: February 25 - March 10, 1981

NAME AND ADDRESS	POSITION	ORGANIZATION
1. MULUBI LOLENDE B.P. 1926 Bukavu, Zaire	Center Director	Center for Professional Action for the Handicapped (CAPHA)
2. KILO NGOYI Eglise Kimbanguiste B.P. 2086 Bukavu, Zaire	Regional Division Chief for the Kim- banguiste Develop- ment Office	Kimbanguiste Church Bukavu
3. BALAGIZI BAGENDA Centre pour Handi- capés B.P. 162 Bukavu, Zaire	Social Assistant	Center for the Handicapped of Bukavu
4. KIBASOMBA MAN - BYEMBA B.P. 1559 Bukavu, Zaire	Director of the Office of Community Development	Community of Christian Churches in Africa Bukavu
5. CHIBASHIMBA - BAKWEBA GTER/KIVU B.P. 164 Bukavu, Zaire	Agricultural Officer for the Regional Technical Office (GTER)/Kivu	Church of Christ in Zaire (ECZ) Kivu Regional Office, Bukavu
6. NANZIGE M'NDUSI B.P. 890 Bukavu, Zaire	General Superior of the Congregation of the Daughters of Mary	Catholic Archdiocese Bukavu
7. KIHITA TAWITEMWIRE B.P. 485 Goma/Kivu, Zaire	Director of the Deacons' Office	E.C.Z./3rd C.B.K. Baptist Community of Kivu Goma
8. MUDERHWA MUKENGERE RUTAKAZA Centre de Sante Cahi B.P. 162 ou 186 Bukavu/Kivu, Zaire	Sanitation Leader and Chief of the Cahi Literacy Center	Catholic Archdiocese Bukavu
9. KATSUVA MULEKYA-SUHAKE B.P. 485 Goma/Kivu, Zaire	Economist	E.C.Z./3rd C.B.K. Goma Baptist Community of Kivu
10. MATSIMUNA, AUGUSTE B.P. 1055 Brazzaville République du Congo	Project Manager	CARE-Congo

11.	SUNGURA KAYEMBE B.P. 23 or 6205 Bukavu, Zaire	President of the Project COOPAKA	COOPAKA Archdiocese of Bukavu
12.	BABUNGA-BA-MAKUMI % Action Sociale CHECHI B.P. 6161 Bukavu, Zaire	Director of the CHECHE Social Center	CHECHE Social Center Archdiocese of Bukavu
13.	MUHASANYA LUBUNGA B.P. 1647 Bukavu, Zaire	School Coordinator	Assembly of God of Eastern Zaire Bukavu
14.	BAGU-MA, DEO B.P. 162 Bukavu, Zaire	Cimpunda Health Center Manager	Cimpunda Parish Archdiocese of Bukavu
15.	FRERE MALENDE, LUC B.P. 162 and 1866 Bukavu, Zaire	General Economist	Brothers-Servants of Jesus Christ Bukavu
16.	BUBAKA CHUBAKA - NKOLA B.P. 1691 Bukavu, Zaire	President of the Development Committee	Baptist Community of Kivu E.C.Z./C.B.K.-Bukavu
17.	BARHUME RHUSHINGA B.P. 162 et 1980 Bukavu, Zaire	Permanent Secretary to the Committee for the Renovation of Bukavu and Attaché to the Project Coordinator	Social Workers Archdiocese of Bukavu
18.	SESETE MWITHO VIRAWABO-PALUKU B.P. 70 Rutshuru, Zaire	Social Assistant for E.C.Z./CEDERU/ Kibututu	Center for Rural Development of E.C.Z.
19.	RUZIGAMANZI ANTOINE B.P. 65-Kigali Rwanda	Project Chief	Catholic Relief Services USCC/ Kigali, RWANDA
20.	MWIZERWA M. MHAYAMAGURU B.P. 2 Kigali, Rwanda	Field Inspector and Monitor	Seventh-Day Adventists World Service/ Kigali, Rwanda
21.	KAMBASU VALIHALI B.P. 1691 Bukavu, Zaire	Project Manager CEDA/IZIRANGABO	E.C.Z./3rd C.B.K. Baptist Community of Kivu
22.	BATUVANWA NJMWANGA B.P. 2435 Bukavu, Zaire	Teaching Counsellor and Director of the Kalamba Planters Cooperative	E.C.Z./CELZA

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| 23. | KISONGO MBELEULU
BALE-EMO
B.P. 2394
Bukavu, Zaire | Secretary | E.C.Z./34-CADEZA
Assembly of God in Zaire
Bukavu |
| 24. | LUZAKA - DIAMBU -
DIA- NTANTU
B.P. 2038
Kisangani
(Haut-Zaire), Zaire | Regional Agronomist | Kimbanguiste Church
Kisangani |
| 25. | SIBOMANA RENE
B.P. 775
Kigali, Rwanda | National Permanent
Secretary | Scouts Association of Rwanda/
Kgalı, Rwanda |
| 26. | KALIMBA MWITU
B.P. 1484
Bukavu, Zaire | Community Development
Technician | 21st C.E.E.Z./Kivu
Evangelical Episcopal
Community of Kivu
Bukavu |
| 27. | BANGAMWABO MUTABAZI
B.P. 180
Butembo | Manager | 42nd C.E.A.S.J.
Seventh Day Adventists
Butembo |
| 28. | LUHE'YA MBOBOCI
B.P. 36 - Uvira
Sud-Kivu, Zaire | Secretary | Sub-Regional Community of
PECZ/UVIRA |
| 29. | REV. RUGAMIKA
ERHAMWABA
B.P. 164
Bukavu, Zaire | Director of the Region-
al Technical Office
Kivu | E.C.Z.
Bukavu |
| 30. | MATEMBERA
BASHWIREBWAMI
B.P. 1866
Bukavu | General Secretary | Brothers-Servants of
Jesus Christ/Bukavu |

APPENDIX B: ORIGIN OF PARTICIPANTS

ORIGIN OF PARTICIPANTS

<u>City</u>	<u>Region</u>	<u>Number of Participants</u>
Kinshasa	Kinshasa	13
Boma	Bas-Zaire	3
Matadi	Bas-Zaire	2
Inkisi	Bas-Zaire	1
Mbanza-Ngungu	Bas-Zaire	1
Kimpese	Bas-Zaire	1
Kikwit	Bandundu	1
Bandundu	Bandundu	1
Lubumbashi	Shaba	13
Kamina	Shaba	5
Kabondo-Dianda	Shaba	2
Kilwa	Shaba	2
Kolwezi	Shaba	1
Likasi	Shaba	1
Sandoa	Shaba	1
Kongolo	Shaba	1
Malemba-Nkulu	Shaba	1
Kipushi	Shaba	1
Kapanga	Shaba	1
Lwena	Shaba	1
Bukavu	Kivu	20
Goma	Kivu	3
Uvira	Kivu	1
Rutshuru	Kivu	1
Kisangani	Haut-Zaire	1
Kigali	Rwanda	3
Brazzaville	Rép. Populaire du Congo	1

APPENDIX C: NUMBER OF PARTICIPANTS COMING FROM THE ORGANIZATIONS
REPRESENTED IN THE THREE SESSIONS

NUMBER OF PARTICIPANTS COMING FROM THE ORGANIZATIONS REPRESENTED IN THE
THREE SESSIONS

1. Catholic Church (9 dioceses, 2 archdioceses)	25
2. Kimbanguiste Church	13
3. Church of Christ in Zaire (denomination not specified)	15
4. Methodist Church	10
5. The Baptist Community of Kivu	4
6. Thursday Adventists	3
7. Pentecostal Church of Zaire	2
8. The Salvation Army	2
9. The Assembly of God of Eastern Zaire	2
10. The Servants of Jesus Christ Brothers (Catholic)	2
11. The Evangelical Episcopal Church of Zaire (Kivu)	1
12. The Episcopal Baptist Church of Africa	1
13. The Christian Churches of Africa	1
14. Catholic Relief Services/Zaire	1
15. Catholic Relief Services/Rwanda	1
16. Seventh Day Adventists World Servants/Rwanda	1
17. Center of Professional Action for the Handicapped	1
18. The Center for the Handicapped in Bukavu	1
19. The Association of Scouts/Rwanda	1
20. CARE/Congo-Brazzaville	1
	88
TOTAL	88

APPENDIX D: DAILY PLANS OF THE THREE SEMINAR SESSIONS

I. KINSHASA SESSION

- Day 1 -- Morning: Opening Ceremony, Introduction, Overview of the Seminar, Logistics, Biographic and Assessment of Needs Questionnaires
Afternoon: Seal Hunt Game
- Day 2 -- Morning: Project Management System, Success exercises
Afternoon: Funding Mechanisms
- Day 3 -- Morning: Hierarchy of Objectives, Funding Mechanisms
Afternoon: Vertical Logic of the Logical Framework
- Day 4 -- Morning: Horizontal Logic of the Logical Framework, Manageable Interest, Variations on Organization for Project Management
Afternoon: Case Study: Saharana
- Day 5 -- Morning: Applying the Logical Framework to the Funding Mechanisms, Case Study
Afternoon: Group Presentations of the Logical Framework for the Case Study
- Day 6 -- Morning: Project Implementation, Plan of Action, Activities Tree, Responsibility Matrix
Afternoon: Review of Logical Framework, Identification of Back-Home Projects
- Day 7 -- Morning: Funding Mechanisms, Performance Networks
Afternoon: Performance Networks, Gantt Charts, Reporting
- Day 8 -- Morning: Budget, Evaluation
Afternoon: Discussion of the Field Trip, Logical Frameworks of Back-Home Projects
- Day 9 -- Morning: Funding Mechanisms, Presentations of Back-Home Projects
Afternoon: Presentations of Back-Home Projects (continued)
- Day 10 - Morning: Summary of the Seminar, Transfer of Learning, Evaluation of the Seminar
Afternoon: Closing Ceremony, Reception, Dinner

II. LUBUMBASHI SESSION

- Day 1 -- Morning: Opening Ceremony, Introduction, Overview of the Seminar, Logistics, Biographic and Assessment of Needs Questionnaires
Afternoon: Seal Hunt Game
- Day 2 -- Morning: Project Management System, Success exercises
Afternoon: Funding Mechanisms
- Day 3 -- Morning: Hierarchy of Objectives, Funding Mechanisms
Afternoon: Vertical Logic of the Logical Framework
- Day 4 -- Morning: Horizontal Logic of the Logical Framework, Manageable Interest, Review of the Logical Framework
Afternoon: Case Study: Sahara
- Day 5 -- Morning: Application of the Logical Framework to Funding Mechanisms, Case Study
Afternoon: Presentation of the Logical Framework for the Case Study
- Day 6 -- Morning: Project Implementation, Plan of Action, Activities Tree, Responsibility Matrix
Afternoon: Identification of Back-Home Projects
- Day 7 -- Morning: Funding Mechanisms, Gantt Charts
Afternoon: Discussion of Funding Mechanisms with the Counsel General of the United States in Lubumbashi, Reporting, Logical Frameworks of the Back-Home Projects
- Day 8 -- Morning: Budgets, Evaluation
Afternoon: Funding Mechanisms, Logical Frameworks of Back-Home Projects
- Day 9 -- Morning: Funding Mechanisms, Presentation of Back-Home Projects
Afternoon: Presentation of Back-Home Projects (continued)
- Day 10 - Morning: Group Dynamics, Summary of the Seminar, Transfer of Learning, Evaluation of the Seminar
Afternoon: Closing Ceremony, Reception at the Counsel General's Residence, Dinner

III. BUKAVU SESSION

- Day 1 -- Morning: Opening Ceremony, Introduction, Overview of the Seminar, Logistics
Afternoon: Biographic and Assessment of Needs Questionnaires
- Day 2 -- Morning: Project Management System, Success exercises
Afternoon: Funding Mechanisms
- Day 3 -- Morning: Hierarchy of Objectives, Funding Mechanisms
Afternoon: Vertical Logic of Logical Framework
- Day 4 -- Morning: Horizontal Logic of Logical Framework, Manageable Interest, Review of the Logical Framework
Afternoon: Case Study: Saharana
- Day 5 -- Morning: Applying the Logical Framework to the Funding Mechanisms, Case Study
Afternoon: Presentation of the Logical Framework for the Case Study
- Day 6 -- Morning: Project Implementation, Plan of Action, Activities Tree, Responsibility Matrix
Afternoon: Identification of Back-Home Projects
- Day 7 -- Morning: Funding Mechanisms, Gantt Charts
Afternoon: Reporting, Logical Frameworks of Back-Home Projects
- Day 8 -- Morning: Budgets, Evaluation
Afternoon: Logical Frameworks of Back-Home Projects
- Day 9 -- Morning: Funding Mechanisms, Presentation of Back-Home Projects
Afternoon: Presentation of Back-Home Projects
- Day 10 - Morning: Group Dynamics, Summary of the Seminar, Transfer of Learning, Evaluation of the Seminar
Afternoon: Closing Ceremony, Dinner

APPENDIX E: PARTICIPANT RESPONSES TO THE EVALUATION QUESTIONNAIRE

END OF SEMINAR EVALUATION

Participant Responses in %	Kinshasa	Lubumbashi	Bukavu
1. The presentations were:			
a. very difficult	0	10	0
b. fairly difficult	17.8	27	37
c. not too difficult	60.7	53	48.1
d. not difficult at all	21.4	10	14.8
2. The handouts were:			
a. much too numerous	0	3	3.7
b. too numerous	3.5	10	11.1
c. not too numerous	25.0	77	62.9
d. not numerous at all	71.4	10	18.5
3. The case study (Saharana) was:			
a. very difficult	3.5	7	3.7
b. fairly difficult	21.4	20	33.3
c. not too difficult	46.4	57	48.1
d. not difficult at all	28.5	17	14.8
4. The speed of the seminar was:			
a. too rapid	17.8	10	3.7
b. fairly rapid	35.7	30	22.2
c. not too rapid	17.8	47	55.5
d. not rapid at all	28.5	14	22.2

Participant Responses in %	Kinshasa	Lubumbashi	Bukavu
5. The aptitude of the training staff was:			
a. very good	100	87	92.6
b. fairly good	0	13	7.4
c. not very good	0	0	0
d. not good at all	0	0	0
6. The training site was:			
a. excellent	64.3	60	22.2
b. good	32.1	37	55.5
c. fair	3.5	3	14.8
d. not good at all	0	0	7.4
7. The training techniques and workshop sessions were:			
a. very good	89.3	90	88.8
b. fair	10.7	10	11.1
c. not very good	0	0	0
d. not good at all	0	0	0
8. Information on the PVO funding mechanisms was:			
a. very good	67.8	73	74
b. good	25.0	27	25.9
c. not very good	0	0	0
d. not good at all (no answer)	(7.2)	0	0

APPENDIX F: LOGICAL FRAMEWORK OF THE SEMINAR

FOR
SUMMARIZING PROJECT DESIGN

Date of this Summary

Project Title ZAIRE - PVO PROJECT DESIGN AND IMPLEMENTATION SEMINARS (January - March, 1981)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program Goal The broader objective to which this project contributes</p> <p>USAID increases the number and dollar amount of development projects funded and managed by local Zaire PVO's.</p>	<p>Measures of Goal Achievement</p> <p>One year following training:</p> <ul style="list-style-type: none"> - increased number of initial project approvals - decreased time between project submission and approval - improved monitoring and evaluation data 	<p>USAID Program Officer Records</p>	<p>Concerning long term value of program/project:</p> <p>PVOs have better designed and implemented AID supported projects.</p> <p>Increase in ratio of successful to marginal successful projects in 2 year period.</p>
<p>Project Purpose</p> <p>PVO Project Proposals submitted to USAID are properly prepared and substantiated.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status</p> <p>Six months following training, a marked improvement will be evident in project proposals submitted to AID from PVO's with representatives at PVO seminars.</p> <p>Proposals submitted will exhibit:</p> <ul style="list-style-type: none"> a) good logic b) good schedules c) realistic cost estimates d) realistic assumptions e) clear reporting schemes f) clear evaluation plans 	<p>USAID Evaluator of Submitted Projects</p>	<p>Affecting purpose-to-goal link:</p> <p>Criteria for evaluation remains same and is known by USAID/Zaire, PCI and PVO proposers.</p> <p>AID continues to fund PVO projects</p> <p>Reinforcement of learned skills is received by participants from co-workers and AID.</p>
<p>Outputs</p> <p>Participants demonstrate ability to apply target skills to program development.</p> <p><u>TARGET SKILLS</u></p> <ul style="list-style-type: none"> a) Project design b) Project implementation c) Project evaluation d) Presentation of PVO project proposal along SH, OPG, and IRT guidelines 	<p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <p>80% of participants demonstrate 70% proficiency in target skills.</p>	<p>Staff assessments questionnaires and evaluation</p>	<p>Affecting output-to-purpose link:</p> <p>Consensus continues between AID and PVOs on appropriateness of projects.</p> <p>Opportunities and incentives available in PVO's for returned participants to apply learning to new program projects.</p> <p>PVOs represented at course submit average of _____ proposals to AID in within 6 months of the course.</p> <p>Participants continue with PVO long enough for skills learned to have impact</p> <p>Key PVO decision-makers support use of target skills/</p>
<p>Inputs Activities</p> <p>10 day training at 3 sites</p>	<p>Level of Effort/Expenditure for each activity.</p> <p>Budget \$80,000</p> <p>88 participants representing 20 PVO offices</p> <p>6.5 PMS technical assistance from trainers</p> <p>Materials - manuals, charts</p> <p>Training Facility - resident - 20 participants at each of the 3 sites</p>	<p>Project records</p>	<p>Affecting input-to-output link:</p> <p>Qualified participants will attend.</p> <p>GOZ will provide training sites.</p> <p>USAID/Zaire will provide logistic support</p> <p>Planning/coordination among PCI/AID/GOZ will be adequate.</p>

APPENDIX G: DOCUMENTS CONSULTED IN DEVELOPING THE TEACHING MATERIALS
FOR THE PRIVATE VOLUNTARY ORGANIZATIONS SEMINAR

American Council of Voluntary Agencies for Foreign Service,
Inc. Development Assistance Programs of U.S. Non-Profit
Organizations: Zaire. New York: Technical Assistance
Information Clearing House, November 1979.

Practical Concepts, Inc. Zaire Site Visit. Washington, D.C.: PCI,
Report submitted to USAID, Office of Rural Development and
Development Administration, Contract No. AID/EGD/it-C-005,
November 1980.

Singer, Derek B. "L'AID au Zaire." Kinshasa: USAID, Report presented
at Conférence Agricole des Evêques Catholiques du Shaba pour le
Développement Rural dans le cadre du PAII, Lubumbashi, September
1980.

U.S. Agency for International Development, AID Handbook 3, Part I,
Appendix 6 A, "Procedures for PVO's on Operational Program
Grants". Washington, D.C.: USAID, 1978.

USAID, Advisory Committee on Voluntary Foreign Aid. Selected Financial
Reporting Practices for Private and Voluntary Organizations.
Washington, D.C.: USAID, 1978.

USAID, Advisory Committee on Voluntary Foreign Aid. "Proceedings of
June 25-26, 1980 Meeting." Washington, D.C.: Report prepared
by Inter-American Development Institute, July 1980.

USAID, Bureau for Africa, Office of Development Resources. "Revised
Procedural Guidance for Operational Program Grants". Washington,
D.C.: USAID, Memo 79-16, October 1, 1979.

USAID, Bureau for Africa, Office of Regional Affairs. Improved Rural
Technology Project: Guidelines for Preparing and Approving IRT
Activation. Washington, D.C.: USAID, Report of Project No. 698-
0407, January 7, 1981.

USAID, Bureau for Private Development Cooperation, Office of Private and Voluntary Cooperation. "Format for Certification of Eligibility and Summary Description, New Registry of Foreign Private and Voluntary Organizations." Washington, D.C.: USAID, Circular No. A-266, June 27, 1978.

World Bank, East Africa Regional Office. Zaire: Current Economic Situation and Constraints. Washington, D.C.: ERD, World Bank Country Study, c.1979.

APPENDIX F: ZAIRIAN NEWSPAPER ARTICLES ON THE SEMINAR SESSIONS

Clôture du séminaire de formation sur la définition des projets

ORGANISÉ par l'USAID, du 21 janvier au 15 février 1964, à l'attention des cadres d'ingénieurs et techniciens, le séminaire de formation a eu lieu au Centre national de Kinshasa.

Les participants au séminaire ont suivi un cycle de conférences sur les principes, concepts de gestion, y compris les outils, les techniques de formation et d'évaluation de projets.

Kinshasa n'est que la première phase. L'USAID au Zaïre a prévu des programmes de formation à l'intérieur du pays, plus particulièrement à Lubumbashi, du 9 au 20 février et à Bukavu, du 25 février au 10 mars 1964.

Se penchant à la presse à l'issue de la cérémonie, M. Norman L. Swerg, directeur de l'USAID au Zaïre, a relevé que l'objectif de ces cours est de contribuer à la formation des cadres au Zaïre ou d'autres pays d'Afrique en ce qui concerne les méthodes à suivre pour avoir une meilleure conception et formation de projets, les propositions des projets avant de les soumettre à l'organisation bénéficiaire ou aux donateurs pour en obtenir le financement.

Au départ, a souligné M. Norman, les participants à ces séminaires sont du domaine technique. Le secteur laïc sera intéressé à l'avenir.

Parlant au nom de ses collègues séminaristes, monsieur Ngugi Kumbo a remercié le directeur de l'USAID pour la formation qu'il a eue. Il a tenu à le remercier aussi pour l'esprit d'unité et de collaboration qui a existé entre les participants pendant ce séminaire à Kinshasa.

Kongo. L.

MUNIMBE

le quotidien du shaba

DIRECTEUR — EDITEUR : TSHILEMBE KOTE

DEVELOPPEMENT

Séminaire de formation pour chefs de projets de toutes les Eglises du Shaba

Un séminaire de formation organisé par l'U.S.A.I.D (organisme américain s'occupant de l'aide aux pays en voie de développement), se tiendra du 9 au 20 février à Lubumbashi, à côté du mess *Cécumenes*.

Tous les participants doivent se trouver au Park-Hôtel, le lundi 9 février à 8 h00, où ils prendront un bus jusqu'à l'endroit indiqué.

Trente chefs de projets de développement de toutes les Eglises au Shaba, participeront à ces assises. 16 représentants de 8 diocèses catholiques seront présents.

Le reste de participants

étant composé de chefs de projets des Eglises protestante
(Suite en page 8)

Séminaire...

(Suite de la 1ère page)

et Kimbanguiste. C'est un choix logique de l'U.S.A.I.D. D'autant plus que les missionnaires vivent avec les masses tant paysannes qu'urbaines.

Ils comprennent mieux leurs problèmes de dévelop-

pement économique et social. Il nous reste qu'à souhaiter un bon déroulement des travaux à tous les participants pour l'intérêt de toute la population du Shaba.

MUNGOBO TSHOMBA.