

A.I.D. EVALUATION SUMMARY - PART I

PS-ABE-692
-18994

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

IDENTIFICATION DATA					
A. Reporting A.I.D. Unit: Mission or AID/W Office <u>USAID/Burundi</u> (ES# _____)		B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes <input checked="" type="checkbox"/> Skipped <input type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY ___ 0 ___		C. Evaluation Timing Interim <input checked="" type="checkbox"/> Final <input type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/>	
D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)					
Project No.	Project /Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
695-0121	BURUNDI HUMAN RESOURCES DEVELOPMENT PROJECT	FY 87	9/95	\$4.5 mil.	\$4.5million

ACTIONS		
E. Action Decisions Approved By Mission or AID/W Office Director	Name of Officer Responsible for Action	Date Action to be Completed
Action(s) Required		
1. Improve Project management by hiring Training Assistant	Antoinette FERRARA	4/30/92
2. Improve outreach to women by supporting women's associations' training efforts, and raise level of participation of women in project from 15% to 35%.	Lorraine DENAKPO	on-going
3. Raise percentage of private sector participants in short term training, and refine/expand private sector-oriented programs to address labor market needs.	"	on-going
4. Increase orientation and alumni activities for participants	"	on-going
5. Investigate possibilities for increased institution building.	"	on-going

APPROVALS					
F. Date Of Mission Or AID/W Office Review Of Evaluation:			(Month)	(Day)	(Year)
G. Approvals of Evaluation Summary And Action Decisions:					
Name (Typed)	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director	
	Antoinette FERRARA Program Officer	Luc RUKINGAMA Minister	Antoinette FERRARA Program Officer	Glenn SLOCUM Director	
Signature	Lorraine DENAKPO Project Manager	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>	
Date	7/20/92	8/05/92	8-18-92	7/20/92	

ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

The BUHRD Project goal was revised in 1989 to "increase and diversify sources of employment and real per capita income", and to correspond with that of USAID's African Economic Policy Reform Program (AEPRP), as articulated in its NPA Burundi Enterprise Promotion Program (BEPP). BUHRD's purpose is to "support Burundi's efforts to develop efficient and expanded markets for products of Burundian farmers and small and medium-sized enterprises by developing human resources in sectors that will have a significant impact on the development of these markets". This mid-term evaluation (9/87-5/91) was conducted by a two-person team from AMEX International Inc. plus one USAID staff person. The evaluation was based on contacts with organizations handling Burundi participants in the US, as well as participants in training, and one month in Burundi gathering data, conducting interviews, and writing the report.

The objectives of the evaluation were to:

- . summarize project progress and accomplishments to date;
- . assess the impact of training on the capacity and performance of individuals working in the institutions/firms providing participants;
- . identify problems/shortcomings of the project and to recommend solutions;
- . recommend changes in project implementation to improve project management and/or project impact;
- . evaluate the project's recently revised goal and purpose statements, and assist in the development of impact indicators to be used in USAID/Burundi's API exercise;
- . provide recommendations for mid-term adjustment, and suggest possible mechanisms for implementing in-country training.

Beyond the scope outlined above, the evaluators were asked to focus on two additional aspects to help USAID/Burundi plot its strategy in the decade of the 90's:

- . The contribution of the BUHRD project toward meeting USAID's revised objectives as outlined in its AEPRP revision of 1990 and articulated in BEPP.
- . Where human resource development should be concentrated given Burundi's development context, if more funding were to become available.

The evaluation team found the BUHRD project to be well-managed, meeting most of its targets, and maintaining excellent relations with implementing partners and placement agencies. Most importantly, BUHRD is an integral part of the Mission's country strategy. The BUHRD Office has become the de facto Mission Training Office with increasing responsibilities and duties, associated with the coordination of training activities of other projects such as BEST (supporting the private sector development) and SFSR (supporting agricultural research). Because of this, and the finding that only 10% of the Project manager's time is available to spend on assessing training needs in Burundi, the evaluation team recommended adding one Training Office staff person.

COSTS

I. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Andy GILBOY	AMEX International Inc.			Project
Dorothy LEROUX	AMEX International Inc.			Project

2. Mission/Office Professional Staff
 Person-Days (Estimate) 15

3. Borrower/Grantee Professional Staff
 Person-Days (Estimate) _____

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A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)
Address the following items:

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|--|--|
| <ul style="list-style-type: none"> • Purpose of evaluation and methodology used • Purpose of activity(ies) evaluated • Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> • Principal recommendations • Lessons learned |
|--|--|

Mission or Office: USAID/BURUNDI	Date This Summary Prepared: March 20, 1992	Title And Date Of Full Evaluation Report: Mid-term Evaluation Report, BUHRD, Oct.1991
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The purpose of the mid-term evaluation was to summarize BUHRD's progress and accomplishments to date based on contacts with organizations handling participants in the US, as well as participants in training, followed by one month in Burundi gathering data, conducting interviews, and writing the report.

The BUHRD Project Agreement was originally signed in August 1987. It was amended in 1989 to adjust the project's goal, purpose and outputs to the new country strategy designed under the African Economic Reform Program (AERPR), which contributes to the GRB's structural adjustment efforts already underway.

The evaluation team concluded that project objectives are being met; overall the team found a well-managed project that maintains excellent relations with implementing partners and placement agencies. So far, the project has achieved most of its targets in all types of training and in selected areas such as agriculture research, export promotion, small business development, and economic policy reform. The team made a number of recommendations, however, regarding outreach to women, new private sector training initiatives, strengthening training institutions, and improving project management, which they felt would enhance the project's effectiveness. These include the following:

- Improve Project Management by hiring a full-time, professional level Burundian Training Officer. The evaluation team made this recommendation because BUHRD Project is an integral part of the Mission's country strategy and because only the 10% of the Project Manager's time is presently available to spend on assessing training needs in Burundi.
- Improve outreach to women by supporting women's associations training efforts, and refine/expand/raise the level of participation of women from 15% to 35%, the percentage target incorporated into the Africa-wide HRDA project as well as most of other A.I.D.-funded training. Also, expand the Private Sector Training Selection Committee to include representation from a women's organization.
- Raise the percentage of private sector participants in short term training, and refine/expand private sector-oriented programs to address market needs.
- Increase the Project's budget to improve participants' orientation and follow-up. In addition, USAID/B should consider giving greater support overall for supporting in-country training capacity targeted to the needs of the business community, women and rural inhabitants.
- Develop a closer relationship with existing training institutions to support increased training for the private sector. Those institutions include CPF (Centre de Perfectionnement et de Formation en Cours d'Emploi) whose personnel should be trained in how to conduct a needs assessment. Also, identify a private institution wherein a suitable English language program might be developed, tailored to the needs of Burundi business community.

The evaluation team found that the adjustments both to BUHRD and to the overall USAID portfolio of activities in Burundi stimulated by the AERPR exercise, have accentuated the role human resources development can play in promoting private-sector growth.

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