

IDENTIFICATION DATA

ISN 80657

A. Reporting AID Unit: Mission or AID/W Office: USAID/Cameroon (ES#:)	B. Was Evaluation Scheduled In Current Annual Evaluation Plan? Yes [] Slipped [] Ad Hoc [XX] Evaluation Plan Submission Date: FY__ Q__	C. Evaluation Timing Interim [XX] Final [] Ex-Post [] Other []
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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)
698-0463	Human Resources Development Assistance Project (HRDA)	FY 88	09/95	110,000 AFR	1,900 by USAID/Cameroon

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director Action(s) Required 1. Develop a Mission Country Training Strategy (CTS) to direct training under HRDA by: (a) establishing which institutions in the public and private sectors are key to the attainment of CPSP objectives; (b) identifying resources other than those of USAID that are planned or being applied to attainment of CPSP objectives; (c) describing HRDA's relation to other USAID activities and; (d) assuring that training under HRDA is in fields which support the policy and sectoral goals of the mission.	EMcDavid	February 1993
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APPROVALS

F. Date Of Mission Or AID/W Office Review Of Evaluation: (Month) (Date) (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
	Emile Nzalli	Kitts Mbeboh, Prime Minister's Office	Thomas Crawford	Peter Benedict
Signature				
Date				

ACTIONS (continued from page 1)

Action(s) Required	Name of Officer Responsible For Action	Date Action To Be Completed
(e) allocating training resources between the private and public sectors to improve efficiency in the public sector and to strengthen the private sector.		
(f) establishing a basis for linking HRDA training to USAID/Cameroon's strategy to promote the participation of women in its programs.		
2. Based on the CTS, annually produce a Country Training Plan (CTP).	ENZalli	February 1993
3. Develop a participant follow-up system which would allow for networking of returned participants	JMbarga	February 1993
4. Identify ways to attain a multiplier effect from U.S. training under the project.	ENZalli	December 1992
5. Establish a transparent recruitment and selection process for private sector trainees (e.g. by using a private sector advisory board).	ENZalli	December 1992
6. Establish a transparent recruitment and selection process for public sector trainees.	ENZalli	December 1992
7. Reassess the recommendations in the "Profile of Training Opportunities for Women in Cameroon".	JMbarga	October 1992
8. Propose other options for increasing broad participation of women in HRDA's training activities;	JMbarga	October 1992
9. Complete integration of Participant Training Management System (PTMS) database and MACS accounting data with HRDA project management.	JLyonga.	October 1992
10. Conduct daily status meetings to streamline routine paper handling to increase productivity, eliminate duplication, minimize turn around time, and render individual staff members more accountable for their work.	EMcDavid	Ongoing
11. Complete and organize training files in accordance with training staff decisions made early in 1992.	JLyonga, RNama	October 1992
12. Install project computers for HRDA staff.	JLyonga	October 1992
13. Train all participant training staff in use of the software and hardware in the Training Branch, for greater productivity and more efficient coverage of responsibilities when staff are absent.	JLyonga	Ongoing

ACTIONS (continued from page 1)

Action(s) Required	Name of Officer Responsible For Action	Date Action To Be Completed
14. Use the PTMS program to report biannually on the training of women.	JLyonga	March 1993
15. Issue periodic reports to summarize and analyze training.	JLyonga	Quarterly Beginning September, 1992
16. Train FSN staff	DSinger	Ongoing

ABSTRACT

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

Human Resources Development Assistance (HRDA) is a regional project designed to provide training in skill areas key to the implementation of A.I.D. activities in 24 participating recipient countries. It is the successor project to African Manpower Development Projects I and II. HRDA is distinguished from its predecessors by its increased emphasis on in-country and third-country training, training for the private sector, and participation of women in the project's training activities. An interim evaluation of USAID/Cameroon's participation in HRDA from FY 1988-1992 was conducted in March 1992.

A total of 233 Cameroonians were trained. Participants trained in the U.S. and third countries judged their training to have been of high quality, and they are, in general, utilizing the skills they acquired. However, private-sector participants trained in country have not been as successful in applying their new skills, due largely to conditions causing the currently high rate of unemployment in Cameroon. USAID/Cameroon has demonstrated an excellent ability to tap the resources of historically black colleges and universities (HBCUs), one of HRDA's objectives.

Key findings are that:

1. The difference in the HRDA target for number of third-country trainees and the number of USAID-funded Cameroonians actually trained is not statistically significant. The lower percentages of expenditures by USAID than HRDA estimated may reflect that most third-country training was in Africa, in relatively close proximity to Cameroon and of short duration.
2. USAID exceeded HRDA's targets in terms of numbers of in-country trainees. However, USAID fell short of HRDA's target, in terms of expenditures for in-country training.
3. The number of private-sector and female trainees met or exceeded HRDA targets due to high rates of participation of these target groups in short-term training under one contract, and expenditures were low.
4. Most areas of HRDA-funded training were relevant to the mission's objectives and responsive to the needs of Cameroon.
5. The Participant Training Management System was installed in the mission in 1990. The incorporation of the system into the management operations of HRDA has been slow and participant training staff need to be trained in use of the system.

COSTS

I. Evaluation Costs									
1. Evaluation Team:	Contract No. OR TDY Person/Days	Contract Cost OR TDY Cost (US\$)	Source of Funds						
<table border="0"> <tr> <td><u>Name</u></td> <td><u>Affiliation/Title</u></td> </tr> <tr> <td>Harry J. Petrequin,</td> <td>The Mitchell Group/Eval. Spec.</td> </tr> <tr> <td>Patricia Prunier,</td> <td>The Mitchell Group/HRD Spec.</td> </tr> </table>	<u>Name</u>	<u>Affiliation/Title</u>	Harry J. Petrequin,	The Mitchell Group/Eval. Spec.	Patricia Prunier,	The Mitchell Group/HRD Spec.	50 TDY Person/Days	Contract Cost: \$61,600	PD&S (631-0510)
<u>Name</u>	<u>Affiliation/Title</u>								
Harry J. Petrequin,	The Mitchell Group/Eval. Spec.								
Patricia Prunier,	The Mitchell Group/HRD Spec.								
2. Mission/Office Professional staff Person-Days (Estimate): 10 Person-Days	3. Borrower/Grantee Professional Staff Staff Person-Days (Estimate): 6 Person-Days								

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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:

- Purpose of activity evaluated
- Purpose of evaluation and methodology used
- Findings and conclusions
- Principal recommendations
- Lessons learned

Mission or Office: USAID/Cameroon	Date This Summary Prepared: June 18, 1992	Title And Date Of Full Evaluation Report: Interim Evaluation of the Cameroon Human Resources Development Assistance (HRDA) Project - Undated, but received by USAID/Cameroon in June, 1992
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1. Purpose of the activity evaluated.

The USAID/Cameroon Human Resources Development Assistance (HRDA) project objective is to reinforce USAID's bilateral portfolio by providing support to its human resources development efforts. In Cameroon, HRDA supplements training associated with the mission's project and non-project development efforts. The mission's Country Development Strategy Statement (CDSS) has two principal objectives, namely to increase the role and efficiency of private markets in the Cameroonian economy and to increase the efficiency with which public services in agricultural research, higher agricultural education, and health care are provided.

The HRDA project is a regional training project, first obligated in Fiscal Year (FY) 1986. It was designed following successful experiences with its precursor, the African Manpower Development Project (AMDP) as a general training project but with some major differences. HRDA's focus is on third-country training and in-country training. It encourages A.I.D. missions to use established African training institutions in order to help improve their capacities to improve and further develop. The HRDA project paper also targets the private sector, requiring that 50% of all training, across Africa, be for the private sector, especially for small enterprises. In addition, 35% of the individuals trained under HRDA should be women. As with all training projects, training at Historically Black Colleges and Universities (HBCUs) should account for at least 10% of all U.S. training.

2. Purpose of the evaluation and methodology used.

The evaluation of the USAID/Cameroon participation in HRDA was conducted to assess the extent to which the mission has reached targets as stated in the HRDA project paper, the extent to which the project supports the mission's country development strategy and the effectiveness of management of USAID/Cameroon's HRDA project activities. The evaluation covers a four-year period beginning in 1988. It is an interim evaluation which focuses on process, progress toward project objectives and needed modifications, rather than focusing on impact.

The methodology of the evaluation includes random selection of former HRDA participants and trainees, interviews and collection of written responses to a questionnaire. The sample size was 46, or about 20% of the total population of those trained under HRDA in Cameroon. Geographical areas of Cameroon represented include the cities of Douala, Bafoussam, Bamenda, Yaounde and their environs. The questionnaire, designed to solicit views on the relevancy and quality of training, was used as the data collection instrument. In addition to interviewing former participant trainees, the evaluators interviewed A.I.D. participant training staff in Washington, D.C., and Cameroon, staff of the primary contractor for HRDA, Labat-Anderson, Cameroonian government officials, employers and supervisors of former participant trainees, and Cameroonians in the private sector. Pertinent documents and files in Washington, D.C. and at USAID/Cameroon were reviewed.

HRDA's outputs, according to the HRDA logical framework are "participants trained in priority fields as determined by missions and host countries." The evaluators had difficulty determining whether training had been in priority fields as appropriate, due to the lack of a Country Training Strategy (CTS) which they wished to use for guidance regarding priorities for training. In lieu of a CTS, the evaluators found the mission's FY 1990-94 CDSS to be useful as a standard for evaluating whether the USAID/Cameroon's HRDA training was consistent with the priority fields as determined by the mission and host country.

3. Findings and conclusion.

The principal findings of the evaluation are that:

- ◆ U.S. training was concentrated in development administration (31 percent), management (26 percent), and areas related to private enterprise/privatization (10 percent). The training in the U.S. focused on developing the skills of managers and implementors of reform programs. This focus was judged by the evaluators to be consistent with the emphasis placed on increasing the efficiency of the public sector and increasing the role of the private sector in the provision of goods and services. They found that, "for the most part, U.S. training yielded important benefits." In comparing data of Cameroonians actually trained by HRDA with targets estimated in the HRDA project paper (PP), the evaluators found that USAID/Cameroon's participants trained in the U.S. were 17 percent more than originally estimated and that U.S. training accounted for 31 percent more than originally estimated.
- ◆ Third-country training focused on skills related to management and implementation of reform. Of the HRDA-funded Cameroonians trained in third countries, 54 percent were trained in management, 13 percent in law, and 8 percent in banking. The evaluators found that the numbers of Cameroonians trained in these areas are similar to those projected in the HRDA PP. The percentage of USAID/Cameroon's HRDA budget used to support third-country training was lower than originally estimated, possibly because 83 percent of this training was conducted in Africa where cost is lower than, for example, training in Europe or Latin America.
- ◆ In-country training was provided in two fields, namely use of computers (94 percent) and educational planning (6 percent). Although the evaluators found that these skills appear to be important to the implementation of the mission's reform strategy, many of the individuals trained to use computers under HRDA were unable to find employment, due in large part to the current economic crisis in Cameroon. USAID/Cameroon exceeded estimates which seemed proper, given the barriers to growth in the private sector such as inappropriate commercial laws, corporation laws, banking regulations, etc." The percentage of Cameroonian participants whose training was funded in third countries by HRDA was of the HRDA PP in regard to numbers of in-country trainees, but the mission fell short of the HRDA target in terms of expenditures for in-country training. The expenditures were for an \$85,000 contract with local computer training schools which provided short-term training to 111 individuals and for 8 participants in a two-week, UNESCO-sponsored International Institute for Educational Planning Seminar, at a total cost of \$11,000.
- ◆ Regional seminars were not utilized to train Cameroonians funded by HRDA during the four-year period being evaluated.
- ◆ Private-sector trainees comprised 65 percent of those funded by USAID/Cameroon's HRDA project, compared to the HRDA PP estimate of 51 percent. Seventy-six percent of the private-sector trainees received in-country computer training. The evaluators note that this result is consistent with a major assumption of HRDA, namely that local training will be more accessible to the bulk of private sector individuals than would be training away from home.

SUMMARY (Continued)

◆ Gender equity in USAID/Cameroon's HRDA-funded training is an area where the mission has exceeded the percentage of women targetted in the HRDA PP. Whereas the PP sets a target of 35 percent of HRDA-funded trainees being women, 41 percent of Cameroonian trainees funded under the project have been women. Some 70 percent of the female trainees received computer training.

Project management by the EHRD office has included annual Country Training Plans (CTPs). The evaluators found that the mission has been successful in obtaining the training objectives, as identified in the annual CTPs.

◆ Recruitment and selection of trainees were found to be "demand driven", that is, the HRDA staff were found to have responded to external requests for training as these requests were received. In some cases, trainees, through mission staff and GRC contacts. They concluded that these procedures seem to have produced qualified trainees. The evaluators noted that EHRD and the Office of the Prime Minister have worked together to screen and select the best qualified candidates, based on a variety of factors, using informal, rather than formal, criteria.

◆ Follow-up and tracking of former participants were accomplished principally by two methods. USAID/Cameroon requests overseas trainees to complete an evaluation form upon returning home, and some employers require trainees to submit reports assessing their training and its applicability to the job. Some of the reports submitted to employers are provided to USAID. The mission used no formal methods beyond these evaluations to monitor or maintain contact with former trainees.

◆ Project monitoring and administration have been undergoing improvements. Most notable among the improvements is the installation of the Participant Training Management System (PTMS) in January 1990. However EHRD's efforts to utilize PTMS in monitoring and planning project activities have encountered delays due to personnel problems, namely, turnover in personnel formally trained to operate and manage the system and a lack of personnel trained to step in and operate the system in the absence of the principal operator. Obligation and earmarking data for HRDA are adequately maintained in EHRD for current activities, and expenditure data are available from the Controller's office upon request. No linkage had been made, as of the time of the evaluation, between the PTMS and the management accounting system (MACS) in the Controller's Office. Problems needing attention include files requiring proper maintenance, occasional deviations from routine distribution procedures, and a lack of monitoring.

4. Principal recommendations: The evaluation recommends that USAID/Cameroon:

1. Develop a country training strategy (CTS).
2. Based on the CTS, develop each annual country training plan to respond to the capacities of the public and private sectors to utilize and absorb the new skills.
3. Institute a participant follow-up system in the mission.
4. Facilitate the formation of alumni associations of former participants.
5. Look for ways to increase the proportion of HRDA funding done in-country to gain more training per dollar spent.
6. Identify ways to attain a multiplier effect from U.S. training under the project.

SUMMARY (Continued)

7. Form a mechanism for promoting the participation of private sector trainees in the project (e.g. a private sector advisory board to help identify and select individuals from the Cameroonian business community).
8. In the CTS, establish a basis for linking HRDA training to USAID/Cameroon's strategy to promote the participation of women in its programs.
9. EHRD should work with other offices of the mission to identify training needs.
10. More actively recruit trainees for HRDA.
11. Use a matrix of selection criteria weighted in favor of variables corresponding to CDSS and HRDA emphasis on target population groups.
12. Incorporate selection criteria in training contracts.
13. Accelerate the pace of integration of PTMS in project management.
14. Complete downloading of MACS data to PTMS.
15. Analyze and streamline participant training routine paper handling.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

Interim Evaluation of the Cameroon Human Resources Development Assistance (HRDA) Project

COMMENTS

L. Comments By Mission, A.I.D./W Office and Borrower/Grantee On Full Report

The evaluation was generally responsive to the scope of work, giving a balanced view of the strengths and weaknesses of the management and programmatic aspects of USAID/Cameroon's HRDA project. Redundant references to the lack of a country training strategy could have been minimized, thereby strengthening the presentation. USAID believes that most of the evaluation team's recommendations have merit and USAID will implement them. In approving action decisions on page 1 of the Project Evaluation Summary (PES), Mission has combined some of the principal recommendations noted on page 5 of the PES, to make one action. For example, principal recommendations number 3 and 6 of the PES which have to do with participant follow-up have been combined in one action decision. Many of the principal recommendations tie back to the development of a country training strategy, such as increasing the number of in-country training activities, identifying training needs, and the recommendations around recruitment and selection of trainees.

Reporting on the closure of the action decisions will be done through the Project Implementation Reports (PIR) process.